

June 19, 2006

TO: All Departments and Independent Agencies

FROM: Department of Budget and Management (DBM)

SUBJECT: FY 2008 Operating Budget Technical Instructions

Although revenue projections are looking better than anticipated, Maryland State Government still faces budgetary challenges in the coming years that we must address in order to submit balanced budgets for FY 2008 and subsequent years.

It is important even in these somewhat better fiscal times for all agencies to think strategically and to apply the performance data developed through the Managing for Results (MFR) process to refine budget priorities and identify both programs that are working well and activities of questionable value that could be reduced or eliminated. By applying strategic budgeting and MFR principles, we will continue to reduce the price of government and maintain the Ehrlich-Steele Administration strategic priorities of:

- Education,
- Public Safety,
- Health and the Environment,
- Commerce, and
- Fiscal Responsibility.

Strategic Budgeting for FY 2008 will build upon the analyses provided by agencies for the FY 2007 budget. Although agencies will not be required to formally complete the entire Strategic Budgeting workbook for FY 2008, agencies should continue to perform strategic budgeting analyses that support development of fiscally prudent budgets. Agencies will be advised individually concerning budget targets, areas of particular focus, and submission deadlines.

Updates and Revisions

- Managing for Results: There are significant changes to the procedures for submission of Managing for Results documents and supporting information. Instructions are provided in the Managing for Results section of these instructions.
- Budget Amendments: NOTE THREE IMPORTANT POINTS ABOUT BUDGET AMENDMENTS
 - The General Assembly added language to Section 37 of the Budget Bill requiring DBM to develop policies and procedures “to minimize reliance on budget amendments for appropriations that could be included in a deficiency appropriation.” If there are potential budget amendments that can be appropriated through a FY 2007 deficiency, those deficiencies should be brought to the attention of DBM as you prepare your FY 2008 budget request.

- Section 37, Item 7, of the FY 2007 Budget Bill requires that only budget amendments signed by the Governor be reflected in the FY 2007 appropriation detail printed in the Governor's Allowance for FY 2008, exclusive of the Maryland Department of Transportation PAYGO capital program. If an agency intends to update the FY 2007 Legislative Appropriation to reflect budget amendments in process, all budget amendments must be submitted to DBM no later than September 30, 2006.
- Additionally DBM will be working with agencies to more accurately estimate the federal fund and special fund appropriation requirements for FY 2008 to be included in the Governor's allowance for FY 2008. Improved estimates for these funds should reduce the need for budget amendments in FY 2008.
- Organization Charts: In accordance with Section 33 of the FY 2007 Budget Bill, agencies are required to submit organizational charts by department, unit, agency, office, and institution that depict the allocation of personnel across operational and administrative activities. See page 96 for further instructions.
- Pay Plan Adjustments: Currently many agencies request pay plan adjustments and new classifications outside the budget process. The current practice does not provide review by key decision makers and prohibits a review in context of the overall State budget. In order to assure a more orderly reclassification review process that is integrated with the budget process, agencies should include these classification requests as part of the proposed FY 2008 budget request. Agencies will use forms DBM-DA-25A and DBM-DA-25B. Agencies are instructed to budget for these adjustments in Comptroller Object 0112, reclassifications. If an agency has included funding in Comptroller Object 0112 without the supporting documentation, DBM will reduce funding when developing the FY 2008 Allowance. See pages 48-52 for information on required supporting documentation.
- Turnover: Turnover should no longer be calculated on health insurance comptroller objects 0152 and 0154.

Over the Target Requests

Requests for funding above the target should be completed in accordance with guidance on pages 73-75 and submitted separately on the revised DBM-DA-21 form at the same time as the budget request.

Statewide Allocations

The budget request for FY 2008 should contain the same amount by fund as the FY 2007 Appropriation for the following items:

- Injured Worker's Insurance Fund (IWIF) premiums (object 0175)
- DBM paid telecommunications (object 0305)

- DBM telecommunications lease costs (object 0322)
- Maryland Environmental Service wastewater and/or water services (object 0697)
- Office of Administrative Hearings (object 0831)
- Annapolis Data Center Charges (object 0882)

Additionally agencies for which special-funded legislative audit chargebacks were budgeted in FY 2007, should deduct the chargebacks from the request for FY 2008. Agency budgets will be modified as necessary by DBM once decisions about the items listed above are finalized.

Salaries and Benefits

Agencies should submit requests for salaries and fringes in accordance with the Budget Instructions using the pay plan in effect July 1, 2006.

Funding by Subobject

The Budget Bill for FY 2007 requires that “to the extent possible, except for public higher education institutions, subobject expenditures shall be designated by fund.” Therefore all State agencies, except public higher education institutions, are required to submit the FY 2008 budget request with designated funding at the subobject level. Subobject level funding is to be reflected for the FY 2006 Actual, FY 2007 Appropriation and FY 2008 Request.

Reorganizations

Any reorganization to be incorporated in the budget allowance must be included in the budget request documents. No major reorganization for the request year may be proposed or submitted between the budget submission deadline and December 31. Agency budget documents for the Actual Year and Appropriation Year must be presented consistent with any reorganization for the Request Year.

Operating Maintenance

All new or additional operating maintenance projects should be sent directly to the Assistant Manager for Maintenance Engineering, Department of General Services, 301 W. Preston Street, Room 1405, Baltimore, MD 21201. Call (410) 767-4263 with questions.

Please note that the agency budget submission should exclude any funding for the following items in the request year:

- Operating maintenance projects administered by the Department of General Services, and
- General-funded capital projects.

Indirect Cost Allocation Plans

Where applicable, each State agency must submit a copy of its indirect cost allocation plan currently approved by the applicable Federal agency along with its FY 2008 budget request. Instructions are included on pages 94-95 that outline the specific reporting requirements for submitting the indirect cost allocation plan.

Agency Agreements

On or before August 1, 2006 each State agency and each public institution of higher education must report any interagency agreements in place for any part of fiscal year 2007 between State agencies and any public institution of higher education involving potential expenditures in excess of \$100,000 over the term of the agreement. Please refer to the reporting requirements on the DBM website, Procurement & Contracts, FY 2006 Interagency Agreement Reporting. This reporting mechanism was described in the Budget Bill for 2006 and was further defined in Section 31 of the Budget Bill for 2007.

Agreements between two or more State agencies involving expenditures in excess of \$100,000 will continue to be reported to the BPW and DLS as required by the Budget Reconciliation and Financing Act of 2004. The reports must include information on the creation of positions related to the agreement.

In preparing the FY 2008 budget request, agencies should continue to report planned agreements using the form DBM-DA-23 (page 143). The legislature may again require notification before agreements are implemented.

IF YOU WISH TO OBTAIN A CD OF THE BUDGET INSTRUCTIONS EMAIL CHERI GERARD, CGERARD@DBM.STATE.MD.US.

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SECTION 1

INSTRUCTIONS FOR THE PREPARATION AND SUBMISSION OF THE FY 2008 STATE OPERATING BUDGET

BUDGET PROCESSING AND FORMAT

The Budget Bill for FY 2007 directs that all State Agencies shall prepare and submit budget items detailed by statewide subobject classification in an automated form. These instructions should be followed to assure compliance with these mandates. Any questions concerning the requirement for automated budget data should be referred to Mr. John J. Pirro, Director, Division of Finance and Administration (410-260-7059 or jpirro@dbm.state.md.us).

1. **R*STARS account code structure** must be used in all budget preparation, documentation and submission.
2. **Chart of Accounts** data should be submitted in hard copy and in electronic format either via HOBOS or Excel to John Pirro, DBM Director of Finance and Administration, as soon as possible but not later than your budget submission deadline, if the following applies:
 - An agency that utilizes subprograms must submit a chart of accounts that identifies the agency, program, subprogram and subprogram name. Any Agency or Program name changes must be coordinated and approved by your assigned Budget Analyst.
 - An agency that uses agency objects must submit a chart of accounts that identifies the agency object code, the meaning of the code, and corresponding Comptroller object code.
 - An agency with an approved reorganization must submit a complete chart of accounts with all agency codes, program numbers, subprograms, Comptroller/agency objects, and the corresponding names.
3. **Electronic Format:** All budget submissions must include subobject detail and funding detail for the FY 2006 Actual expenditure, the FY 2007 Appropriation, and the FY 2008 Request. The FY 2006, FY 2007 and FY 2008 numbers should not contain any commas or dollar signs, and negative numbers are expressed with a leading minus sign. *If an amount is zero, then a zero must be used rather than a blank space.*

Submissions must be in one of the following automated formats:

- HOBOS;
- A data set at the Annapolis Data Center in the same format as last year;
- An Excel spreadsheet that contains a record ID and three years of data for each subobject by fund.

Agencies must use the following record ID layout:

Record ID	<u>18 characters total</u>
Appropriation Code	first 8 characters within the total 18
Object Group	next 2 characters after appropriation
Subprogram Number	next 4 characters after object group
Comptroller or Agency Object	4 characters at the end of the 18 total characters

4. **Written Material:** In addition to the automated submission requirements of number 3 above, agencies may submit their budget requests (including actuals and current year appropriations) on plain white paper in a neatly typed format by program, sub-program, object and subobject. If this format is chosen, the submission must also include object totals by program. HOBOS printouts are also permissible. HOBOS uses the chart of accounts; therefore agencies must submit updated chart of accounts data to DBM in order for HOBOS tables to be updated for the printouts.

Note: Agencies are encouraged to use Column 19, the "Agency Justification" column, in HOBOS to succinctly explain the basis for subobject requests. This will reduce "paper backup" and facilitate DBM and DLS reviews.

5. **Budget amendments** needed to realign or augment current year appropriations, including reorganization, recognition of expenditure needs associated with salary adjustment increase, and other material changes should be submitted to DBM as soon as possible but not later than September 30, 2006. If reorganization occurs, budgets must be realigned for all years in accordance with the planned revision. All current year budget amendments should be incorporated into the automated submission as part of the FY 2007 appropriation, including the COLA and/or Annual Salary Review (ASR) and any creation of Major Information Technology Development Project Programs.
6. **Format:** All materials submitted in the budget request are to be on the forms or in the format prescribed by DBM. Any other budget request documentation shall be produced on white paper no larger than 8 1/2" X 11" with three (3) holes punched along the margin on the 11" inch side to facilitate binding the forms in standard three ring binders.

FORM SUBMISSION REQUIREMENTS

All agencies must submit an original and two copies of their budget requests to John Pirro, DBM Director of Finance and Administration, 45 Calvert St., Room 170, Annapolis.

All agencies must submit the following forms by their scheduled budget submission date. Please note forms must be at the same level of detail as the budget submission:

(Agency Check List)

Form 1	All Agency, Unit and Program Summaries	_____
Form 2	Added Justifications and Supplementary Textual Material (including the Special Appendices Data)	_____
Form 2A	Health Benefits	_____
Form 3A	Budget Estimates for non-General Fund revenue	_____
Form 8	Motor Vehicle Operation & Maintenance <i>email to Kurt Stolzenbach: kstolzen@dbm.state.md.us</i>	_____
Form 8AF	Motor Vehicle Operation & Maintenance, Alternative Fuel <i>email to Kurt Stolzenbach: kstolzen@dbm.state.md.us</i>	_____
Form 20	Appropriation Statement for non-General Fund revenue	_____
Form 22	Contractual Employees	_____
Form 23	Schedule of Contracts/Interagency Agreements	_____
Form 24	Schedule of Real Property Leases	_____
Form 25A	Pay Plan Adjustment or New Classification Request: justification	_____
Form 25B	Pay Plan Adjustment or New Classification Request: details	_____
Form 27	Indirect Cost Recovery and Reversion Reporting	_____

Agencies should use the forms that are on the Department of Budget and Management website at www.dbm.maryland.gov - click on Budget.

All MFR submission requirements including program descriptions and program performance discussions are explained in the Managing for Results section of these instructions. MFR documents must be submitted using WORD and the standard template.

MANAGING FOR RESULTS

BUDGET SUBMISSION REQUIREMENTS

Managing For Results (MFR) is a planning, performance measurement, and budgeting process that emphasizes use of resources to achieve measurable results, accountability, efficiency, and continuous improvement in State government programs. MFR and strategic budgeting orient program management toward achievement of improved outcomes for the citizens of Maryland. The agency strategic plans developed through the MFR process and MFR performance data provide a frame of reference for the strategic budgeting process.

Collaboration among agencies with shared areas of responsibility is necessary to achieve key outcomes in these areas. Examples of areas of responsibility that are shared by more than one agency are environmental protection, regulatory functions, services to children and families, and services to the disabled. Agencies with shared responsibilities should work together in their strategic planning efforts to identify shared outcomes, and to develop and report key measures of progress toward achieving shared outcomes.

The State Finance and Procurement Article (Section 3 Subtitle 10, Managing for Results) defines the Managing for Results program and establishes requirements for agencies and DBM. Agencies should ensure compliance with both statutory and DBM requirements.

NEW MFR REQUIREMENTS BEGINNING WITH FISCAL YEAR 2008

Change #1:

The only changes that may be made to the electronic Budget Book pages received from DBM (FY 2007 print pages) are:

- to update actual and estimated fiscal years and data, and
- to include necessary explanatory notes.

Agencies are not to re-insert goals, objectives, or performance measures that were edited out of the FY 2007 budget book pages by DBM. The only exceptions under which agencies may add goals, objectives and performance measures to the prior year MFR Budget Book pages are:

- new budgeted programs or initiatives were not in existence for the FY 2007 submission,
- a goal or objective has been achieved and replaced by a new, key goal and/or objective,
- data is no longer available for a particular performance measure.

Agencies must include explanatory notes in the Budget Book pages in the following instances:

- a performance target in an objective has changed,
- underlying data for a measure has changed,
- estimated data is reported, or
- data is from a third party.

Contact your assigned DBM Budget Analyst if there are questions about revisions to the MFR submission.

Change #2:

Agencies may submit a more comprehensive set of goals, objectives, performance measures, and explanatory notes in a SEPARATE Word document. This document would be in addition to goals, objectives, and measures included in the MFR Word document used for budget book print pages. This supplemental document is optional, unless an agency's assigned Budget Analyst requests specific information in addition to what is included in the Word document for MFR budget book print pages. DBM has not prescribed a format for this supplemental Word document, but budget book format is preferred.

Change #3:

Agencies must submit SEPARATE Word files for each of the following components of the MFR submission:

- MFR budget book pages for print;
- Supplemental document that includes a more comprehensive set of goals, objectives, performance measures, and explanatory notes (optional);
- Strategies for each objective (include budget code and associated goals and objectives);
- Program performance discussions (include budget code, and associated goals and objectives as applicable); and
- Data definitions and control procedures (include budget code, and associated goals and objectives as applicable).

New graphs of performance data should be submitted separately as Excel files. Do not include a new graph in the Word document. If the agency had a graph included in the electronic budget book pages received from DBM (FY 2007 print pages), the agency should update the graph that is imbedded in the Word file.

If an agency submits a single Word document that includes MFR components other than the print pages or submits a Word file for MFR print pages that includes components edited out of the print pages for FY 2007, DBM may return the file to the agency for correction.

DBM will continue to work with agencies to produce focused presentations of key MFR goals, objectives, and measures to be printed in the budget books. Agencies should streamline the presentation by excluding goals, objectives, and measures that merely tabulate agency activities (outputs). However, agencies should not exclude input and output measures that are crucial to understanding how outcome, quality, or efficiency objectives will be achieved. **Agencies are to comply with the limits on the number of goals, objectives and measures to be printed, as shown in the table on page 13.** Agencies may submit a supplemental MFR document to DBM that includes additional MFR information that will not be printed in the budget books, but that will be used by the DBM analyst and the DLS analyst.

Change #4:

Agencies with measures in the State Comprehensive Plan must submit graphs and performance discussions for the measures.

Change #5:

Some agencies are required (as part of strategic budgeting for FY 2008) to submit a discussion of outcomes where the agency has had the most and least success in achieving performance improvement. Those agencies may submit a synopsis of that discussion or use it as a basis for preparing the FY 2008 discussion of program performance.

Change #6:

Agencies that report data for measures included in the State Comprehensive Plan are strongly encouraged to conduct internal audits of the reported data for those measures every two years. DBM may request copies of those internal audit results in future years.

USE OF MFR IN STRATEGIC BUDGETING

The agency MFR submissions are an integral part of the strategic budgeting process and budgetary decision-making by both the agencies and DBM. Agencies should review existing MFR Plans to ensure that the missions, key outcome goals and objectives are aligned with the Five Pillars of the Ehrlich-Steele Administration where applicable. The Pillars are expressed in the MFR State Comprehensive Plan which may be reviewed at:

http://www.dbm.maryland.gov/dbm_publishing/public_content/dbm_taxonomy/budget/publications/2005stateplan.pdf

Program missions and key goals should also be linked to the agency-level MFR plan.

One focus of fiscal year 2008 strategic budgeting is process improvement for more efficient and effective achievement of outcomes. DBM will be closely reviewing where agencies have had the most and least success in achieving outcomes. The CY 2006-2007 MFR curriculum at University of Baltimore includes a new course on Process Improvement to Achieve Outcomes which agencies may find helpful.

DBM will use Managing for Results submissions in the strategic budgeting process to:

1. Analyze what the reported performance data indicates about effectiveness of strategies, agency and program performance, and the justification for continued, increased, or decreased funding;
2. Set priorities to facilitate necessary budget reductions and efficiencies; and
3. Discuss MFR goals, strategies, and results data in analyses of agency budgets and in budget hearings.

FY 2008 MFR SUBMISSION REQUIREMENTS

The requirements for mission, goals, objectives, and performance measures apply to preparing the Word document submitted for print in the budget books. E-mail the FY 2008 MFR Word files and other required MFR documents no later than August 31, 2006 to:

Delterese George, dgeorge@dbm.state.md.us;
 DBM Budget Analyst assigned to the agency; and
 Rachel Monks, rachelm@dbm.state.md.us

Use the following as a checklist to ensure all required information is submitted by August 31.

MFR COMPONENTS	AGENCY	PROGRAM (Mandatory items apply to each appropriated 8 digit program)	CONDITIONS
Mission	Mandatory	Mandatory	
Vision	Optional	Optional	
Key Goals	Mandatory Maximum of 6 at the agency-level	Mandatory Maximum of 3 per appropriated program	Agencies with multiple budgeted programs should submit both agency-level and program-level goals, objectives, and measures
Key Objectives	Optional Maximum of 2 for each agency-level key goal; maximum of 12 agency-level objectives.	Mandatory Maximum of 2 for each key goal presented	List objectives under goals in the MFR presentation, using the numbering system outlined in the MFR Guidebook
Key Strategies	Mandatory Agencies that are responsible for reporting data for measures included in the State Comprehensive Plan must submit strategies that support achievement of related goals and objectives.	Optional Unless requested by the agency's Budget Analyst	Include with strategies the goals and objectives that the strategies pertain to, and number them as shown in the Word document for MFR budget book pages Submit strategies in a separate Word document. Strategies will not be printed in the budget books.
Key Performance Measures	Mandatory Focus on outcomes and efficiency measures. Maximum of 25 key agency-level measures	Mandatory Focus on outcomes and efficiency, but also may include input, output, and quality measures	Include only measures associated with key goals and objectives, and those that are crucial to understanding how objectives will be achieved

MFR COMPONENTS	AGENCY	PROGRAM (Mandatory items apply to each appropriated 8 digit program)	CONDITIONS
Data for Key Measures	Mandatory	Mandatory	Submit actual statistics for the two most recently completed fiscal years (2005 & 2006), estimates for current appropriation year (FY 2007) and budget request year (FY 2008) for both agency-level and program measures.
Graphs and/or charts of performance data for significant outcome measures	Mandatory Minimum of 1 new chart or graph in addition to updated graphs/charts submitted in prior years New: Agencies with measures in the State Comprehensive Plan must submit graphs for those measures	Optional Minimum of 1 new chart or graph in addition to graphs/charts submitted in prior years	Display in the graph at least three (but preferably five or more) years of actual performance data as well as the estimates for FY 2007 and FY 2008. Submit <u>new</u> graphs in Excel files only. Graphs included in the FY 2007 Budget Book should be updated <u>within</u> the Word document.
Certification of the Reliability of the MFR Data	Mandatory		Written certification by agency head or designee. Designees are either Deputy or Assistant Secretaries in departments or Deputy Directors in independent agencies.
Data Definitions and Descriptions of Control Procedures	Mandatory Submit documentation for at least 10 agency-level measures for which data definitions and control procedures were not submitted in prior years. Submit this documentation for outcome and efficiency measures before other types of measures.	Mandatory as part of documentation for all agency-level measures. Submit this documentation for outcome and efficiency measures before other types of measures.	Submit updates as necessary to definitions and control procedures that were submitted for prior years, and submit definitions and controls for an additional 10 performance measures. Submit in a separate Word document. Will not be printed in the budget books.

MFR COMPONENTS	AGENCY	PROGRAM (Mandatory items apply to each appropriated 8 digit program)	CONDITIONS
Program Description	Not Applicable	Mandatory Describe major on-going activities.	Include appropriate section from the Annotated Code if applicable
Discussion of Program Performance	Mandatory Agencies with measures in the State Plan must report on performance for those specific measures and associated objectives.	Mandatory	Discussions may aggregate performance for the entire agency or highlight a specific appropriated program. Submit in a separate Word document. Will not be printed in the budget books.
Full Agency MFR Strategic Plan	Optional	Optional	Provide a copy if agency has published a full strategic plan.

Definitions and guidance about developing the MFR components may be found in the **Managing for Results Guidebook**. Agencies may obtain training in MFR and Strategic Budgeting from the University of Baltimore. Please refer to the DBM website about training at the University of Baltimore.

GENERAL FORMAT

DBM has provided to all agencies the final electronic Word files that were used to print the FY 2007 MFR budget book pages. To ensure correct format and content, agencies must use the FY 2007 Word files to prepare the FY 2008 MFR budget book pages. Agencies are to update the actual and estimated fiscal year data, and comply with instructions regarding changes to the content described on pages 10-12. **Agencies are not to re-insert goals, objectives, and/or performance measures that were edited out of the FY 2007 budget book pages by DBM.** The format prescribed in these instructions must be used unless the agency's assigned DBM Budget Analyst agrees to a change. The attachments are as follows:

- Attachment A – Formatting Guidelines
- Attachment B – Sample Format
- Attachment C – Margins
- Attachment D – Headers – 1
- Attachment E – Headers – 2
- Attachment F – Headers – 3
- Attachment G – Body of MFR Presentation
- Attachment H – Performance Measures
- Attachment I - Guidelines and Sample Templates for Data Definitions and Control Procedures

To shorten the length of the MFR presentation, agencies are not to begin a new page for each program. If space allows, agencies may include MFR information for more than one program on a page.

Prior to submission to DBM, agencies must proofread completed budget book pages to:

- ✓ Ensure that the agency submission is in compliance with the prescribed format and content;
- ✓ Ensure that capitalization criteria have been met; and
- ✓ Correct spelling and word spacing errors.

DBM may return MFR submissions to agencies for correction if the format is incorrect or the submission is not in compliance with requirements in these instructions.

PROGRAMS WITH SHARED MISSION, GOALS, OBJECTIVES, AND MEASURES

If an agency has programs that share the same mission, goals, objectives, and performance measures, it is not necessary to repeat these items for each program. The agency should include a reference to the program where these items may be found. For example, an agency could include a statement such as, “The mission, goals, objectives, and performance measures for this program are the same as for the Property Tax Program.”

PERFORMANCE MEASURES

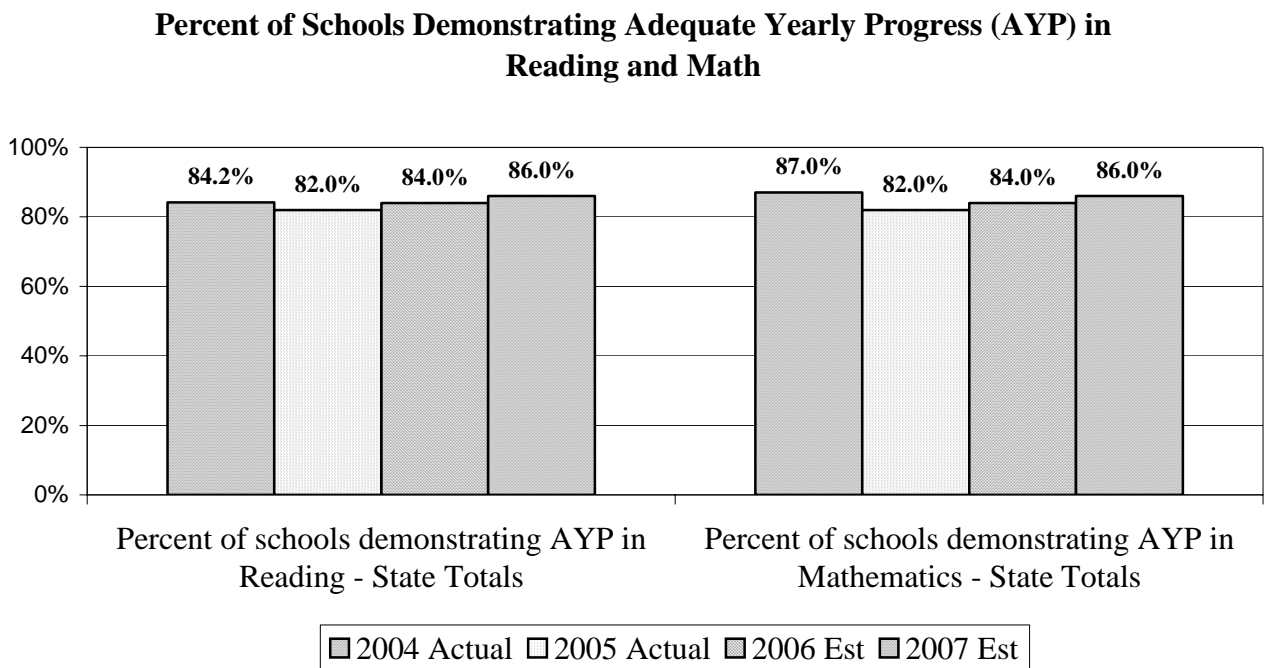
Agencies should only include in the Word document for the MFR budget book pages performance measures that illustrate the key activities and desired outcomes of the agency as a whole, and for each appropriated (8 digit) program. The measures selected should provide budget decision-makers with data to evaluate progress toward achieving agency performance objectives, and justification for the expenditure of funds. Additional performance measures may be submitted in a supplemental Word document.

Agencies should list performance measures under the objective to which they pertain using the format shown in **Attachment B** (sample Budget Book page). Other types of Performance Measures may be grouped together following all other objectives. Footnotes may be provided to clarify measures and reported data. **If the data is reported for a calendar year instead of a fiscal year, the heading may be changed to indicate the appropriate reporting period.**

If a program did not receive an appropriation in the current fiscal year (FY 2007) but an appropriation is being requested for the coming fiscal year (FY 2008), please note that in the performance measures section.

It is important that consistent information be presented over the four-year time frame for performance measures previously reported. If a change is made to actual data previously reported, include an explanatory note. Actual data may not yet be available if an agency has revised its performance measures. In that case agencies should include estimates for FY 2007 and FY 2008 related to the targets in MFR objectives.

Graphical presentation of data should display at least three (but preferably five or more) years of actual performance data as well as the estimates for FY 2007 and FY 2008. All new graphs should be created in an Excel format. Graphs that were previously included in the 2007 print pages should be updated within the Word document. **All agencies with measures in the State Comprehensive Plan must submit updated graphs for those measures.** Graphs should be formatted in black and white; using patterns to differentiate data. Font should be Times New Roman, size 10. Below is an example graph.



DOCUMENTATION OF DATA RELIABILITY, DATA DEFINITIONS, AND CONTROL PROCEDURES

Certification of the reliability of the reported data:

Data integrity has been an on-going issue as exemplified by performance measurement audits by the Office of Legislative Audits. Since performance data is an element in budgetary decision making, it is important for reported data to be accurate, reliable, and valid. Each agency must submit a certification signed by the agency head or his/her designee of the reliability of the MFR data submitted for the FY 2008 budget. Designees may be either Deputy Secretaries or Assistant Secretaries in Cabinet departments or Deputy Directors in independent agencies. Following is an example of this certification statement:

I hereby certify that I have reviewed all data presented in the FY 2008 MFR submission of the Maryland Department of XXX and believe that data to be an accurate reflection of information maintained in our files and/or provided to us by other agencies as indicated in the submission.

Data definitions and control procedures:

For the last two years, agencies have been required to submit data definitions and control procedures. For the FY 2008 MFR submission, agencies must include data definitions and control procedures for an additional 10 key measures. Agencies should first submit the data definitions and control procedures for the outcome and efficiency measures contained in the agency-level MFR. After all of the data definitions and control procedures for agency-level outcome and efficiency measures have been submitted, definitions and control procedures should be submitted for program-level outcome and efficiency measures. Agencies that have updates to data definitions and control procedures submitted over the last 2 years should submit those updates with a note indicating an update to previously submitted information. Although DBM does not prescribe a format for data definition and control procedures documents, Attachment I provides several examples of templates (page 31-37).

When developing a performance measure, agencies must accurately reflect the performance concept in the related goal and objective. **The reported measure must be consistent with what is being measured in the objective.** For example, if the objective were measuring the percent of Maryland children fully immunized, it would be incorrect to report the number of children fully immunized. Terms used in performance measures must be precisely defined so that the measures are correctly understood and calculated. Formulas for calculation of the measures should be specified in data definitions.

The legal requirement for agencies to maintain documentation of internal controls is included in the State Finance and Procurement Article, Section 3-1002 (d). When establishing performance measurement systems, agencies should ensure that documentation of data definition and control procedures is complete, accurate, and consistent. The data collection, maintenance, and processing systems must be designed to avoid significant error and bias. Agencies should provide sufficient information on verification and validation procedures to allow a third party to

assess whether those procedures and the reported data are credible. Control procedures should include periodic review of data collection, maintenance, and processing procedures; periodic sampling and review of data; independent audits; or other established procedures for verifying and validating data. Data supplied from an external source should be indicated and verified where possible. Verification of third party data may include obtaining from the data sources its procedure for ensuring data integrity. Agencies should periodically update definitions and control procedures as necessary.

Agencies that report data for measures included in the State Comprehensive Plan are strongly encouraged to conduct internal audits of the reported data for those measures every two years. The Office of Legislative Audits plans to resume performance measurement audits this year. Measures included in the State Comprehensive Plan will be audited first.

DISCUSSION OF PROGRAM PERFORMANCE

Each agency must submit a written discussion of program performance that describes what MFR performance data reveals about agency performance during the past fiscal year. Discussions may aggregate performance for the entire agency or highlight a specific appropriated program. **Agencies with measures in the State Plan must discuss performance for those specific measures and associated objectives.** The State Comprehensive Plan may be found at the following Web address:

http://www.dbm.maryland.gov/dbm_publishing/public_content/dbm_taxonomy/budget/publications/2005stateplan.pdf.

The discussion of program performance will not be published in the budget books, but will be used by budget decision-makers as part of the strategic budgeting process to assess program performance.

Agencies should include the following in the discussions of program performance:

- Concise statement of overall program performance including what the reported outcome and efficiency measures and other units of measure show about the effectiveness and efficiency of the program;
- Outcomes attained, and explanations for performance that surpasses, meets, or fails to achieve program targets for outcomes and service delivery; and
- Comparison of program performance to similar programs in other jurisdictions using performance information obtained from benchmarking, national standards, the experience of other similar states, or published articles, research, audits, or management evaluations.

Some agencies are required as part of strategic budgeting for FY 2008 to submit a discussion of outcomes where the agency has had the most and least success in achieving performance improvement. Those agencies may submit a synopsis of that discussion or use it as a basis for preparing the FY 2008 discussion of program performance.

STRATEGIES

Agencies that are responsible for reporting data for measures included in the State Comprehensive Plan must submit strategies that support achievement of related goals and objectives. Otherwise, submission of strategies is optional unless the agency's Budget Analyst requests that the agency submit strategies.

DBM REVIEW AND ASSESSMENT OF FY 2008 MFR SUBMISSIONS

The Department of Budget and Management will apply the following questions when assessing agency Managing for Results submissions. Agencies should also apply these questions when developing a strategic plan and performance measures, and should refer to the **Managing for Results Guidebook** for additional guidance.

MISSION

- Who are the customers/stakeholders that the agency is serving?
- What are the intended results that meet stakeholder/customer needs?
- What services/activities are used to achieve the mission?

VISION

- What would Maryland be like if the agency's Vision (or outcome goals) were achieved?

GOALS

- What outcomes are sought by the goal?
- What strategic issue is being addressed by the goal?
- What concept in the goal is measurable?
- Do the current or proposed program activities relate to the goals?
- Is the number of goals within the specified number?

OBJECTIVES

- How do the goals and objectives support the agency's Mission and Vision that have been submitted?
- Are the objectives "**SMART**"?
 - **Specific:** What specific aspects of the outcomes are sought after in the objective?

- **Measurable:** What is being measured? What targeted level of performance is specified by the objective for the desired outcomes?
- **Attainable:** Do the agency's performance targets seem aggressive enough considering baseline performance and other factors?
- **Results-Based:** What outcome is sought in the objective?
- **Time Bound:** When can you expect to see results?

PERFORMANCE MEASURES

- Is the performance concept in the goal measured?
- Is the reported measure consistent with the associated objective, i.e. are the objective and measure formulated in the same way?
- Are the performance measures valid? If not, describe the aspects that are not valid.
- Are the performance measures clear? If not, describe what is unclear.
- What has been the agency's baseline performance?
- What benchmarks (internal or external) exist that relate to the performance?
- What outcomes and results has the program produced?

STRATEGIES

- How does the strategy influence attainment of goals and objectives?

The OBA Budget Analysts will take the following actions as appropriate following assessment of components of the agency MFR submissions:

1. Contact the agency to discuss agency and program performance as indicated by reported performance data;
2. Consult with the agency regarding editorial revisions to the MFR submission, as time permits;
3. Return the submission to the agency for revision and resubmission as needed; and
4. Approve the MFR submission for print in the Budget Book.

Attachment A

FORMATTING GUIDELINES FOR MANAGING FOR RESULTS SUBMISSION

MARGINS	Top and bottom should be 1"	Right and left should be 0.5".	Gutter 0	Header/Footer 0.5"	
FONT	All text: Times New Roman	Header: 14 Point	Program name and R*STARS Code: 12 Point	Program Description, Mission, and Key Goals: 12 point on Agency-level page 10 Point on program-level pages	All other text: 10 Point
JUSTIFICATION & PAGE BREAKS	Multiple line text in program description, mission, vision, goals, objectives should be fully justified.	Performance measures are not justified.			
HEADERS	Headers include the department / agency name and appear at the top of every page.	There should be a line across the page under each header. (See the Budget Books)	To create header: Select view-headers . Select format-borders-shading . Select 2¼ pt in Width . Select solid line in Style . Select bottom line in Preview .	Correct headers if there have been changes in agency names.	
PROGRAM CODE AND NAME	Use the eight-digit R*STARS code. Do not use a dash between the code and name.	Program names should be the same as in Budget Books and HOBO files. Inform OBA if a program name has changed.	Include division or administration that program is part of. (See Budget Books). Indent additional lines under first letter of text on the first line.	Repeat only program code and name when sections carry over to next page. Do not repeat section title (Goals, Objectives, Performance Measures).	

Attachment A

FORMATTING GUIDELINES FOR MANAGING FOR RESULTS SUBMISSION

ACRONYMS	The first time an acronym is used, it should be noted in parentheses after the words the acronym stands for. Thereafter, use only the acronym.				
SPELL OUT	fiscal year (do not use FY)	Percent (rather than %) in performance measure descriptions. The % symbol can be used in data tables.	General Funds (do not use GF)	Federal Funds (do not use FF)	
CAPITALIZE	State when it refers to the State of Maryland	Federal	General Funds	Department when it refers to a specific department.	First letter of first word for each performance measure
MEASURES WITHOUT DATA	Enter an * in the Actual column.	Include a note in bold, 10 font, and 2 lines below last measure, i.e. Note: * New measure for which data is not available.	If data is not applicable: Enter N/A in the Actual column.		
CAPITAL PROGRAMS	Do not include in MFR submission				

ATTACHMENT B-SAMPLE FORMAT

DEPARTMENT OF NATURAL RESOURCES

K00A04.01 STATE-WIDE OPERATION- STATE FOREST AND PARK SERVICE

PROGRAM DESCRIPTION

The State Forest and Park Service manages and operates Maryland's state parks, scenic preserves, historic monuments, natural environment areas and recreation areas.

MISSION

To manage the natural, cultural, historical, and recreational resources to provide the best use for the benefit of people.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Natural resources stewardship opportunities for Maryland's urban and rural citizens.

Objective 1.1 Promote stewardship ethics to 25,000 state park visitors to ensure the responsible use of public lands; and monitor recreational impacts to protect these state lands, as set forth in the environmental ethics goals of the Department of Natural Resources.

	2004	2005	2006	2007
Performance Measures	Actual	Actual	Estimated	Estimated
Inputs: Miles of boundaries*	1,500	1,500	800	800
Outputs: Additional miles of boundaries marked	50	50	0	0
Miles of boundaries marked	400	450	490	490

Note: * Responsibility for State Forests has been transferred to Forestry in FY 2006

Goal 2. Diverse outdoor recreation opportunities for Maryland's citizens and visitors.

Objective 2.1 Provide outdoor recreational experiences for at least 10,993,129 visitors to State Parks during fiscal year 2007.

	2004	2005	2006	2007
Performance Measures	Actual	Actual	Estimated	Estimated
Outputs: Number of land units available to the public	94	94	89	89
Number of acres available to the public	268,316	268,316	199,000	199,000
Outcome: Number of visitors using forests and parks (millions)	10.7	11.0	11.2	11.4

K00A04.06 REVENUE OPERATIONS – STATE FOREST AND PARK SERVICE

PROGRAM DESCRIPTION

The Revenue Operations program includes camp stores, snack bars, beach concessions, boat rental areas, gift shops, windsurfing areas and marinas.

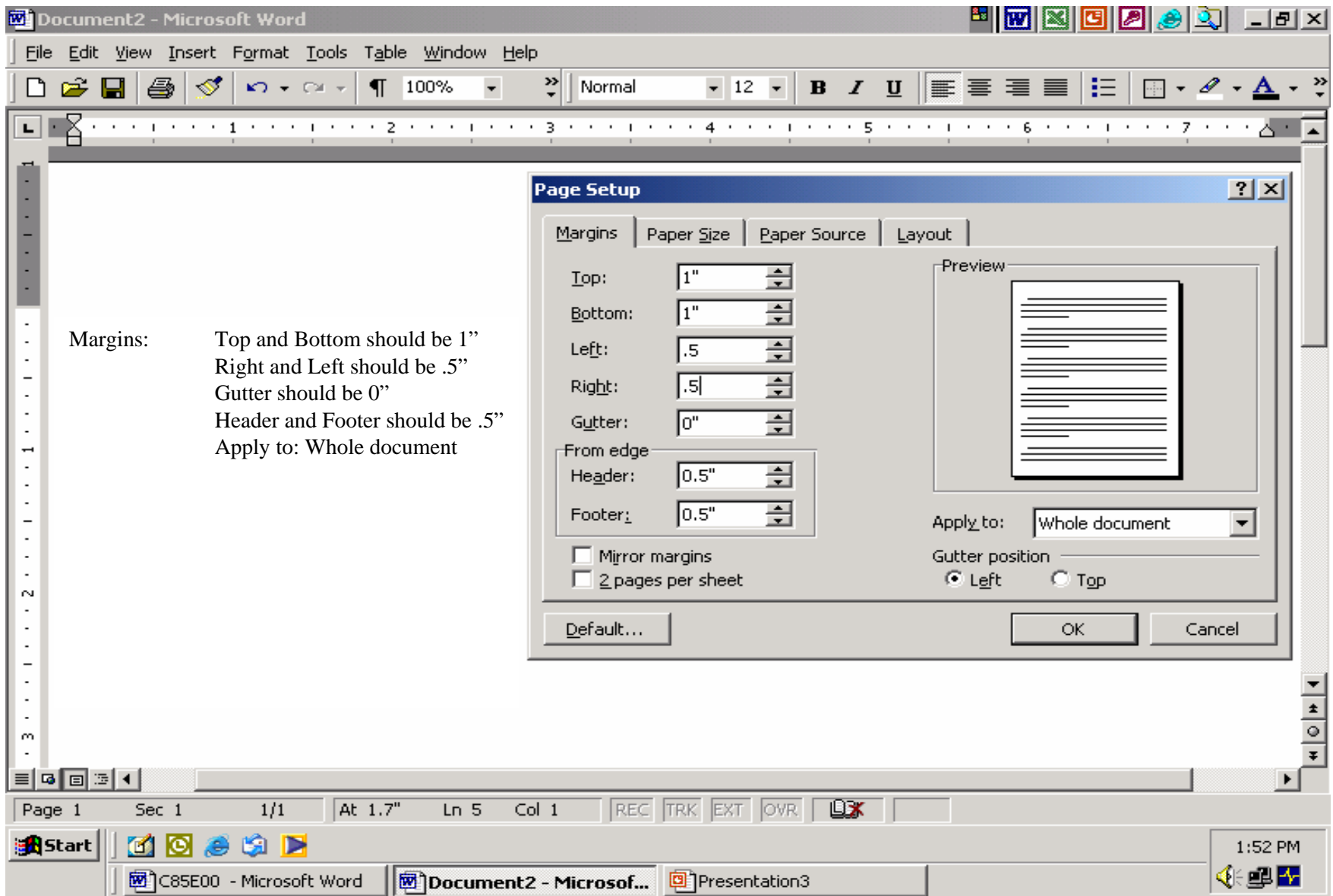
MISSION

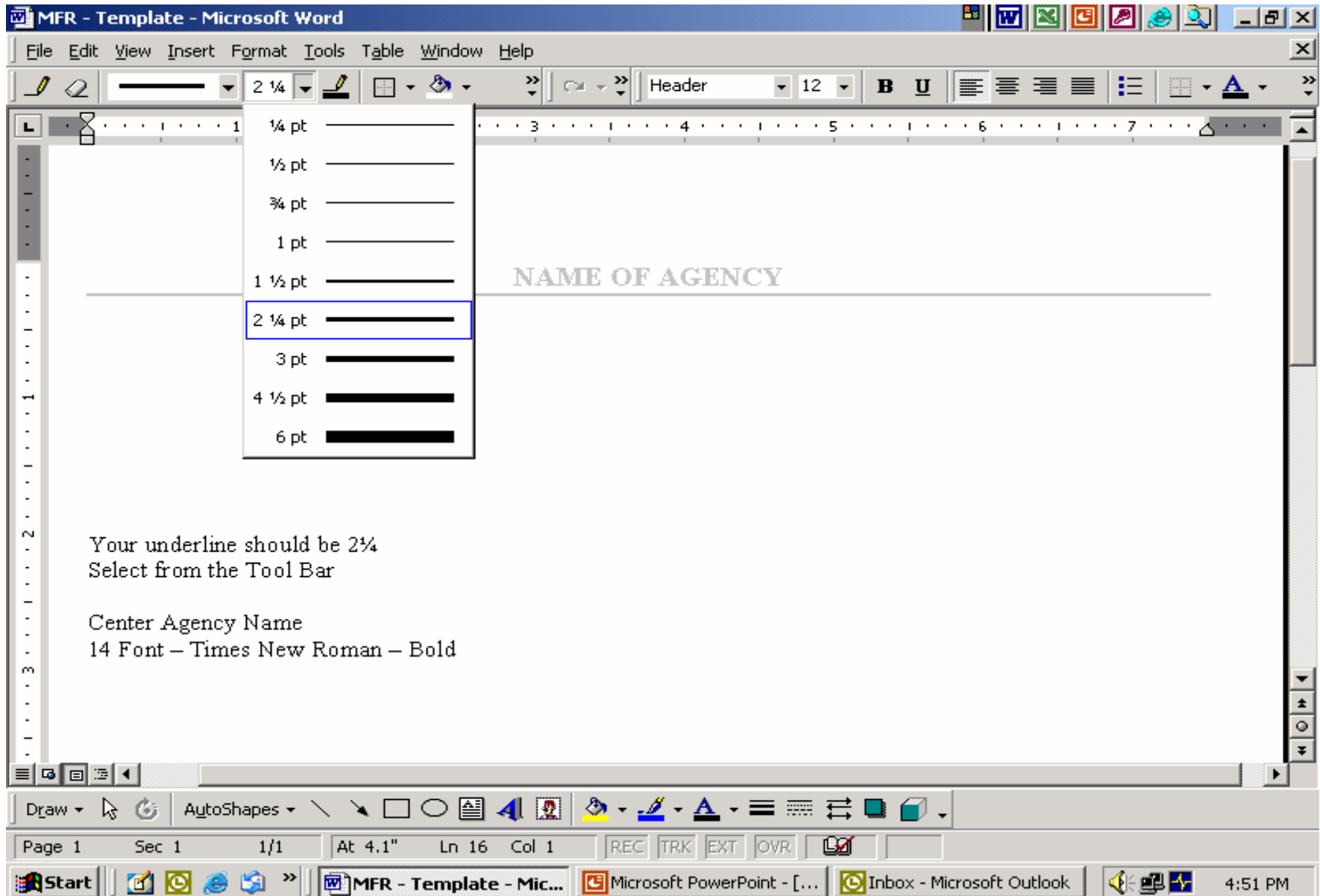
To manage the natural, cultural, historical, and recreational resources to provide the best use for the benefit of people.

KEY GOALS, OBJECTIVES AND PERFORMANCE MEASURES

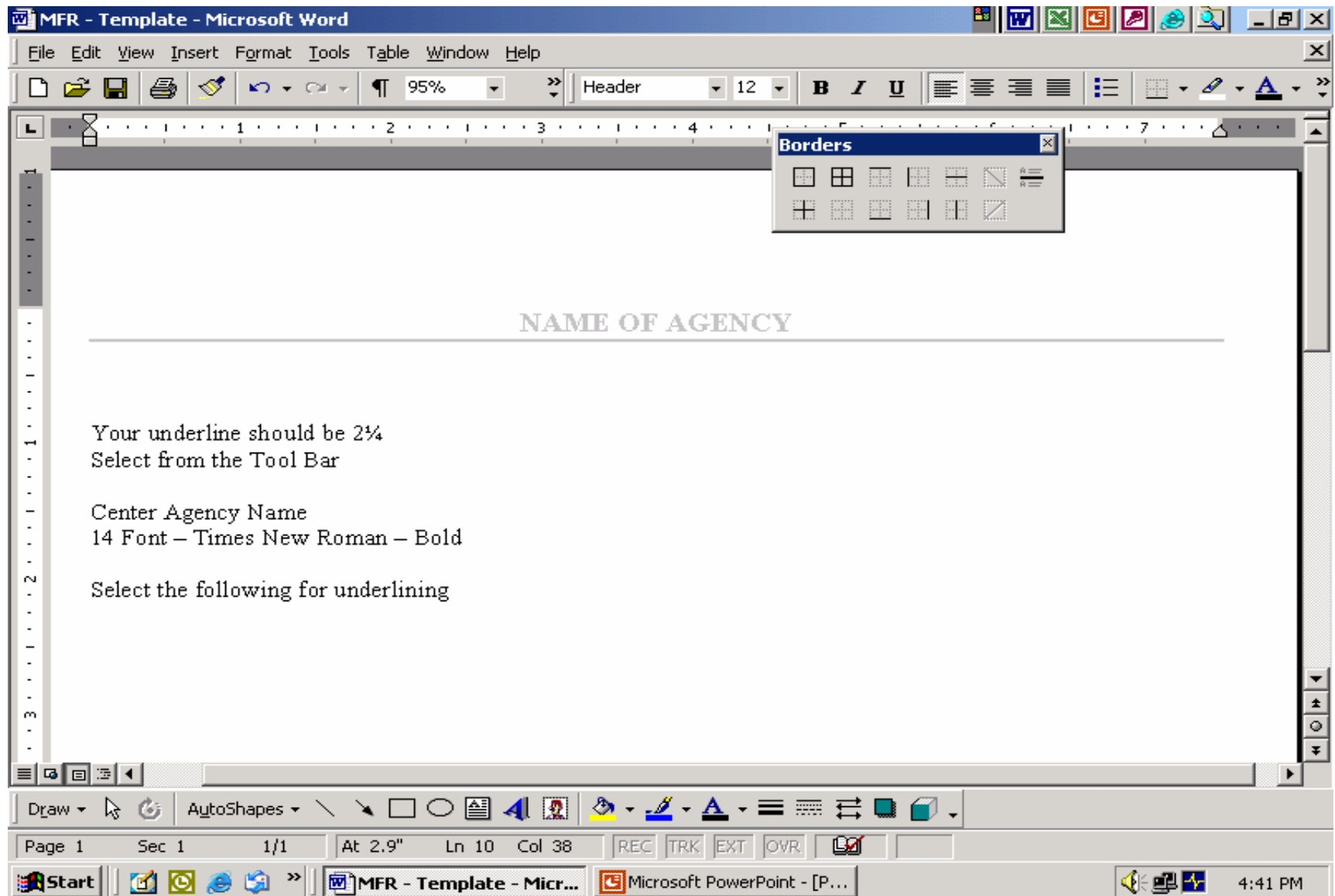
The key goals and objectives are the same as program KA04.01, Statewide Operations.

MARGINS



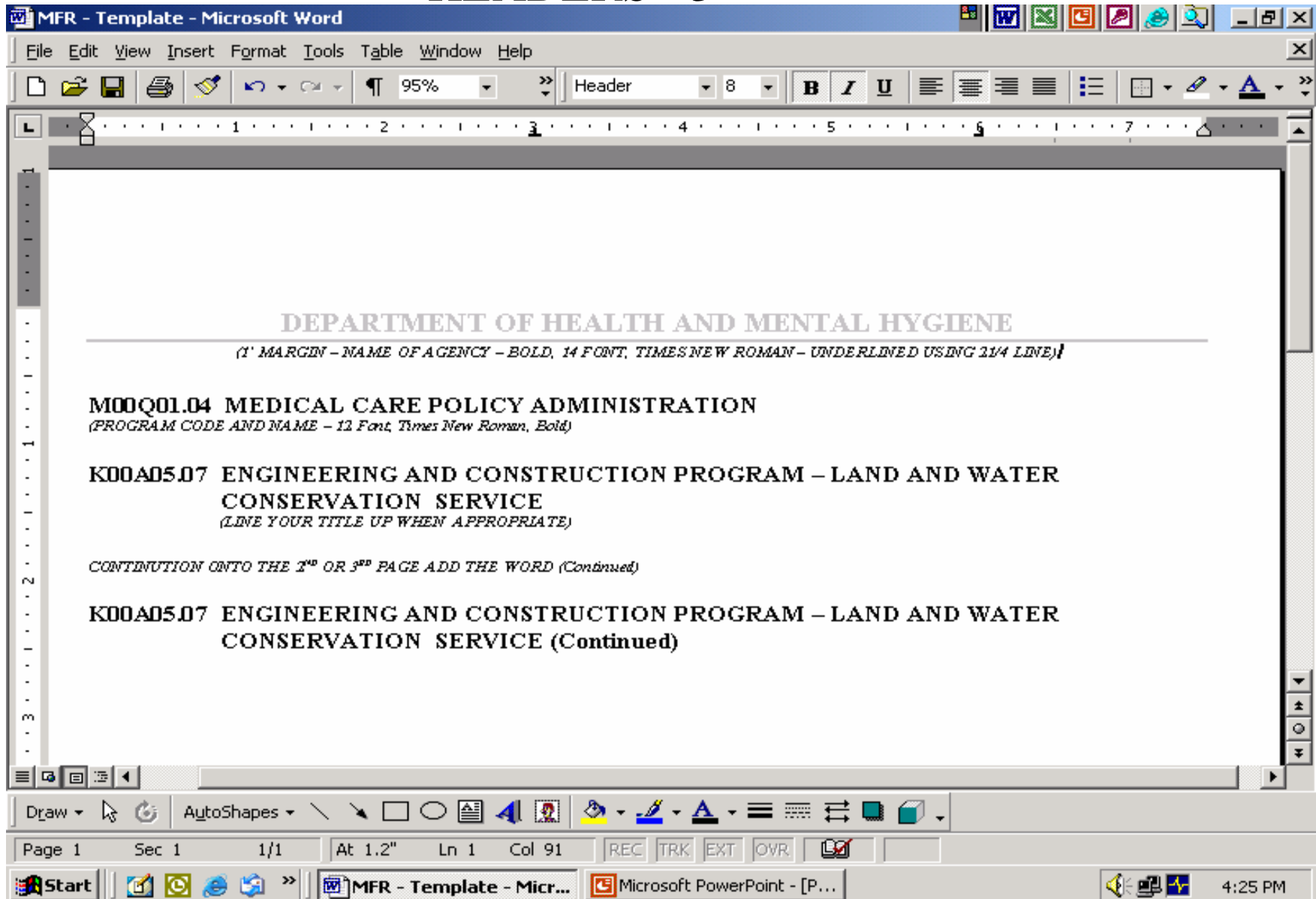


HEADER - 2

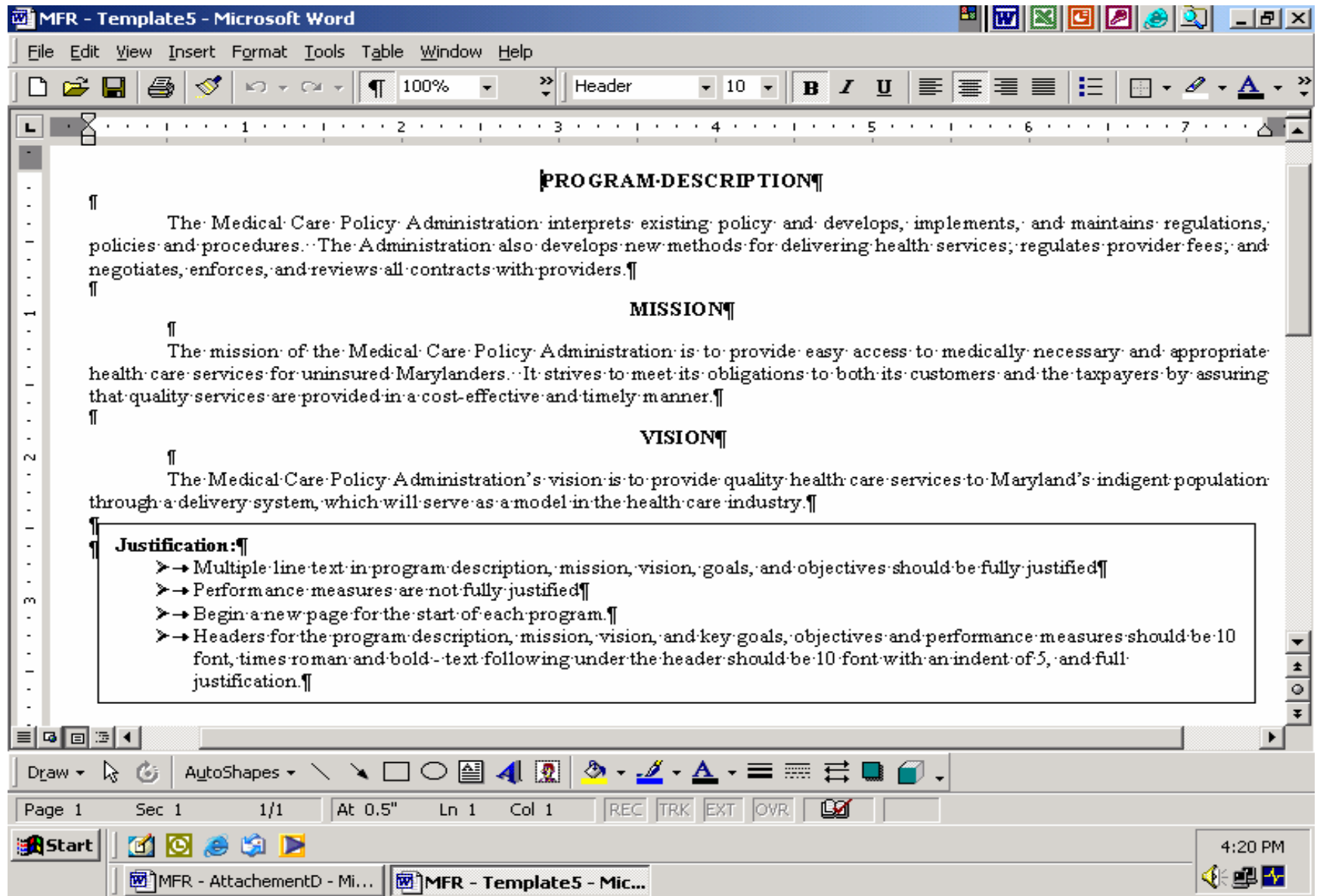


HEADERS - 3

Attachment F



BODY OF PRESENTATION



PERFORMANCE MEASURES

Document4 - Microsoft Word

File Edit View Insert Format Tools Table Window Help

Normal 100% 10 B I U

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Improve the health of Maryland's children.

Objective 1.1 For Calendar Year 2005, increase by 1 percentage point annually the proportion of HealthChoice child respondents¹ who report² that the medical care they have received in the last six months has improved their health.

	CY 2003 Actual	CY 2004 Estimated	CY 2005 Estimated	CY 2006 Estimated
Performance Measures³				
Input: Number of HealthChoice child respondents	3,263	3,300	3,300	3,300
Output: Number of HealthChoice child respondents who reported that the medical care they received in the last six months has improved their health	2,720	2,772	2,805	2,838
Outcome: Percent of HealthChoice children surveyed reporting the medical care received in the last six months has improved their health	83%	84%	85%	86%

Page 1 Sec 1 1/2 At 2.5" Ln 11 Col 60 REC TRK EXT OVR

Start

M00Q01 - Microsoft Word Document4 - Microsof... Microsoft PowerPoint - [P...

2:50 PM

ATTACHMENT I

GUIDELINES AND SAMPLE TEMPLATES FOR DATA DEFINITIONS AND CONTROL PROCEDURES

GUIDELINES:

A Data definition should include both conceptual and operational components. It should contain the necessary information to clearly understand the measure and include a detailed description of its calculation to allow for replication. Additionally, a complete data definition should fulfill the following criteria:

- Describes the primary source(s) of information, its method of collection and storage.
- Identifies any data limitations, including factors beyond the agency's control.
- Identifies whether the data is cumulative or non-cumulative.

Control procedures create a system to ensure the collection and reporting of performance measures are reliable and accurate. A statement of control procedures should include detailed information regarding data collection and review and list responsible parties. Examples of three types of control procedures follow:

Input controls are processes developed by an agency to provide reasonable assurance that data collection is accurate. Examples include:

- Data-entry training, including how the information will be used and the importance of accuracy.
- Written and established guidelines and procedures for data entry that are used consistently.
- Information received through the mail or by telephone that is date stamped or logged when received.
- Supervisory review of information entered into the computer system for accuracy.
- Obtain written documentation of the control structure from third-party data providers.
- Documentation of the third-party provider's operations to ensure that the information received is accurate.

Process controls are mechanisms to provide reasonable assurance that performance measurement systems use the appropriate information and follow procedures established for data gathering and calculation of each measure. Examples include:

- Review computer programs used to calculate or store performance data to ensure the correct information is being captured and the desired functions are being performed.
- Databases should have all of the basic computer controls such as edit checks, logic checks, edit totals, and access controls.
- Personnel should understand the origin of the information and stay current with any changes in its form.
- Written procedures for collecting and calculating measures should exist and personnel should be trained in this area.

Review controls are procedures to verify that an activity occurred and was correctly calculated to provide reasonable assurance that accurate data is reported.

- Communicate with executive management to ensure that the desired information is being measured or is capable of being measured.
- Review calculation of the performance data to ensure that the calculation is consistent with the measure definition and to check for mathematical errors.
- Conduct internal audits of performance measures.
- Review MFR submission for accuracy and any typographical errors.

Source: Texas State Auditor's Office. "Guide to Performance Measurement Management 2000 Edition" <http://www.sao.state.tx.us/Resources/Manuals/prfmguide/default.html>

Strategies

1.1.1
1.1.2

Frequency**Issues/Action Items****FY 2006 Performance – *Required**

Source: Maryland Dept. of Transportation, MdTA, December 2005

ATTACHMENT I (Continued)

SAMPLE TEMPLATE #2

Program name: [REDACTED]

GOAL [REDACTED]

[REDACTED]

INDICATOR [REDACTED]

<u>Short name:</u> [REDACTED]	<u>Indicator Type:</u> [REDACTED]	<u>Balanced Scorecard perspective:</u> [REDACTED]
<u>Complete written description of the indicator:</u> [REDACTED]		
<u>Definitions:</u> [REDACTED]		

SOURCES OF DATA

From automated data base reporting systems		
<u>Data base name:</u> [REDACTED]	<u>Data element name:</u> [REDACTED]	<u>Data element code:</u> [REDACTED]
From documents in hard copy or on personal computer		
<u>Document name / file location:</u> [REDACTED]	<u>Data element name:</u> [REDACTED]	<u>Location in the document:</u> [REDACTED]
<u>Contact person's name and phone number:</u> [REDACTED]		

DATA COLLECTION

[REDACTED]

COMPUTATION OF MEASURE(S)

[REDACTED]

BENCHMARKS

[REDACTED]

DATA ACCURACY / RELIABILITY

[REDACTED]

ISSUES

[REDACTED]

Source: Dept. of Human Resources, November 2005

ATTACHMENT I (Continued)

SAMPLE TEMPLATE #3

M00F04.01 AIDS ADMINISTRATION

DATA DEFINITION AND CONTROL PROCEDURES

Goal 2. Reduce the incidence of HIV/AIDS in Maryland.

Objective 2.1 During CY 2006, HIV cases will continue to decline from the CY 2003 level.

Performance Measures	2003	2004	2005	2006
	Estimated	Estimated	Estimated	Estimated
Input: Number of new HIV cases	2,222	2,172	2,123	2,074
Outcome: Percent change	N/A	-2.25%	-2.26%	-2.31%

Data Definition

Data used: HIV cases reported through December 31, 2003.

Program used: SAS program.

Steps taken:

- 1) Calculate the annual number of HIV cases diagnosed each year, 1994-2002, regardless of later AIDS diagnosis. The weighting variable is used to adjust the raw number of cases in four ways: First, adjusting upwards for unusable lab reports (the number of HIV+ lab reports used each year divided by the total number of HIV+ lab reports). Second, distributing cases, which are reported by ZIP code, to counties (multiplying by the distribution of AIDS cases in each ZIP code across county lines). Third, annualizing cases from 1994, the first year of reporting (the number of cases reported June through December 1994 divided by 7 and multiplied by 12. And fourth, increasing the most recent quarter to account for delays in reporting (the number of cases reported in the last quarter divided by 2.5 and multiplied by 3).
- 2) Plot a linear regression line through the annual number of HIV cases, 1995-2002. The independent variable is the year and the dependent variable is the number of HIV cases. The beta coefficient provides the annual increase in cases per year.
- 3) Estimate the expected number of HIV cases for the years 2003-2006. Add the annual increase to the expected value for the current year to get the estimate for the following year. Note that the expected value for the current year is not necessarily the same as the observed value for the current year. Repeat for each successive year.
- 4) Calculate the percent decline from the prior year by subtracting the number of HIV cases for the current year from the number of HIV cases from the prior year, dividing that result by the number of HIV cases from the prior year and multiplying that result by 100.

ATTACHMENT I (Continued)

Control Procedures

HIV and AIDS cases are reported by physicians, health care facilities, laboratories, local health departments, and other state health departments to the AIDS Administration's Center for Surveillance. They are also reported as a result of fieldwork and other investigations of the Center for Surveillance and the Center for Epidemiology and Health Services Research. Information on cases is stored in file cabinets and on computers in a secure area at the AIDS Administration. This includes cumulative case reports dating back to 1981. Case reports may come in years after the actual event occurred. Therefore, the date of report is not the same as the date of diagnosis and the number of cases reported in a year is different from the number of cases diagnosed in the same year. In addition, new information may be reported at any time that changes either the status of the case (HIV, AIDS, or non-HIV/AIDS) or the date of diagnosis. To handle this, analyses are performed on "frozen" datasets that include all information as reported to the AIDS Administration through a specific date.

Source: Dept. of Health and Mental Hygiene, July 2005

NON-GENERAL FUNDS

Many agencies have revenues other than general funds (special, federal, non-budgeted, reimbursable). Submit this revenue information on the following forms:

DBM-DA-3A Budget Estimates
DBM-DA-20 Appropriation Statement

New and revised fund codes and fund titles must be submitted with the budget request.

For reimbursable funds, the receiving agency must verify that the same amount is in the budget of the agency providing the funds.

NOTE: The amount of expenditures must equal the amount in the budget file for each of the three years (Actual, Appropriation, Request). In all cases, the ending balance for one year is the beginning balance for the following year.

Beginning Balance+ Gross Income – Transfer to General Fund – Expenditures = Ending Balance

HOBO USERS

Instructions are included in this section of the manual for updating and loading data and printing DBM-DA-3A and DBM-DA-20 forms to be included in your budget submission.

ALL OTHERS

Submit a DBM-DA-3A, DBM-DA-20 and EXCEL file formatted similar to the HOBO fund file.

INSTITUTIONS OF HIGHER EDUCATION

Each institution must provide an income listing in two forms.

Form 1: Summary of Current Unrestricted and Restricted Funds equal to the amounts expended, appropriated, or requested, in accordance with the Financial Accounting and Reporting Manual of the National Association of College and University Business Officers (NACUBO).

Form 2: “Revenue Analysis” listing all tuition, fees, and revenues generated by fiscal year. The total revenue reported usually exceeds a given year’s expenditures with the differences reported as fund balance.

FY 2008 BUDGET BILL LANGUAGE

Section 37 of the FY 2008 Budget Bill requires DBM to develop policies and procedures to minimize reliance on budget amendments for appropriations that could be included in a deficiency appropriation. The FY 2008 budget will be affected by this requirement in that DBM will be working with agencies to assure that as much funding as possible is appropriated in the budget rather than through budget amendments. It is especially important that the agencies relying on Special and Federal Fund revenue carefully evaluate revenue expectations for FY 2007 and FY 2008.

INSTRUCTIONS FOR HOBO FUND FILE

View Fund File Reference Table

- In the HOBO 1.1 workspace, type LOAD 31 FUNDREF and press enter.
- At adrs? prompt, press the F12 key and the funds sources will appear on the screen.
- Use F8 to scroll down the screen.
- Select a specific fund source by typing: select; if 0 eqk 'xxxxxx' where xxxxxx represents the fund source. Example: select; if 0 eqk '93.958'
- If a fund source code is not listed or a new fund source code should be added, please contact your Budget Analyst in DBM.

Updating Fund File

- At the HOBO menu screen enter 2.5.1 and press the enter key.
- Enter the 3 digit financial agency code followed by a99. Example v00a99.
- At adrs? prompt, type exp dereq and press the enter key.
- The following screen will appear.

(0)	(14)	(16)	(17)	
		FY 2007		
ID	FY 2006	Budget Book	FY 2008	
	Actual	Appropriation	Request	
fl0a070b09g04fl0	2000000	2500000	3000000	<i>BEGINNING BALANCE</i>
fl0a070i09g04fl0	40000000	40000000	50000000	<i>INCOME</i>
fl0a070t09g04fl0	0	0	0	<i>TRANSFER TO GF</i>
fl0a070609g04fl0	1598656	1555000	2000000	<i>EXPENDITURE Program 06</i>
fl0a070709g04fl0	2000000	3000000	3000000	<i>EXPENDITURE Program 07</i>

- Depress the F6 key to make adjustments or enter information.
- DO NOT CHANGE EXISTING COLUMN 0 RECORDS. For existing records, only columns 14-16-17 should be updated.
- If you need assistance creating a new record, contact John Pirro, Director, Division of Finance and Administration, DBM, 410-260-7059.

Column Information

- **Column 0** - 16 characters total. This is the record identifier for the row.
 - Characters 1 through 6: R*STARS Agency code.
 - Characters 7 and 8:
 - 0b** for Beginning Balance, or
 - 0i** for Gross Income, or
 - 0t** for Transfer to General Fund, or
 - ##** where ## is the program code. (The program codes in the example above are 06 and 07.) If the program code is used (instead of 0b, 0i, 0t), the amounts in the row represent annual expenditures.

- Characters 9 and 10:
03 Special Funds
05 Federal Funds
07 Non-budgeted funds
09 Reimbursable Funds
- Characters 11 through 16: Identifiers of specific revenue source. *These codes must be in the FUNDREF file in HOB0. If a code does not yet exist, contact your DBM Budget Analyst.*

Special Funds

Special Funds unique to specific agency:

R*STARS code in characters 11 through 13 and a unique 3 digit code in characters 14 through 16. This 3 digit code will be between the range of 301-399. *This code must already be in the FUNDREF file in HOB0.*

Special Funds that are Statewide funds that are not unique to any one agency:

swf301	Catastrophic Event Fund
swf302	Major Information Technology Development Project Fund
swf305	Cigarette Restitution Fund
swf306	Special Revenue Fund-Tobacco Settlement Reserves
swf307	Dedicated Purpose Fund
swf308	IWIF-Safety Incentive Grant Program Fund
swf309	Chesapeake Bay Restoration Fund

Federal Funds

The six digit Catalog of Federal Domestic Assistance (CFDA) number. The decimal counts as a digit. For Federal Funds that do not have a CFDA number, create a number beginning with aa.fac. followed by bb.fac. where “fac” is the financial agency code of the agency, e.g. q00.

Examples:	93.189	Health Education and Training Centers
	17.503	Occupational Safety and Health-State Programs
	10.217	Higher Education Challenge Grants

Reimbursable Funds

Usually the six digit R*STARS appropriation code for the agency that is the source of funds.

If this is a reimbursable activity where funding is from many agencies, e.g. print shops, the first three digits will be your R*STARS Financial Agency Code. The last three digits will be a unique code between the range of 901-999. *Refer to the FUNDREF file in HOB0.*

- **Column 14**

- FY 2006 actuals**

- If the row is the record for Beginning Balance, Gross Income or Transfer to the General Fund, enter the total amount realized as Beginning Balance, Gross Income, or Transfer to the General Fund for FY 2006. If the row is the record for expenditures, enter the total amount of the revenue source expended in FY 2006.

- **Column 16**

- FY 2007 Budget Book Appropriation**

- If the row is the record for Beginning Balance, Gross Income or Transfer to the General Fund, enter the total amount expected as Beginning Balance, Gross Income, or Transfer to the General Fund for FY 2007. If the row is the record for expenditures, enter the total amount of the revenue source to be expended in FY 2007.

- **Column 17**

- FY 2008 request**

- If the row is the record for Beginning Balance, Gross Income or Transfer to the General Fund, enter the total amount expected as Beginning Balance, Gross Income, or Transfer to the General Fund for FY 2008. If the row is the record for expenditures, enter the total amount of the revenue source to be expended in FY 2008.

SPECIAL NOTES:

All numbers entered in columns 14, 15, 16, 17 should have **positive values**. There may be limited exceptions, but often a negative number indicates a problem.

If fund file information is submitted via Excel, **whole numbers** must be used, with **no cents**. Please do not use calculated numbers. Please do not use commas.

Ensure that there are **no negative fund balances**. Use a Form 20 to verify the balance.

The totals of appropriation records by fund type must match the figures in the Budget Files. Use a Form 3A to verify totals.

Printing Reports

Report Form 3A

- At the adrs? screen, type exp form3a and press enter. A select statement will appear.
- Type if4eqk'00000000 with the zeros being replaced by the eight digit R*STARS Program Code of the agency. Press enter.

Report 20

- At the adrs? screen, type exp rep20 and press enter. A select statement will appear.
- Type if12eqk'000000 with the zeros being replaced by the 6 digit fund source code (CFDA number or special or reimbursable fund code). Press enter.

These two reports must be submitted in hard copy format with the budget request. Agencies must verify that the expenditure amounts in these reports are same as the expenditure amounts reported in the budget files.

If you have entered information containing new or revised fund codes and titles, the report process will inform you that a fund title is missing. DBM will enter the new or revised information. **Agencies must submit to DBM, in hard-copy format, a list of new and revised fund codes and fund titles. Organize changes in the hard copy as “NEW” and “REVISED.”**

PLEASE CONTACT JOHN PIRRO, DIRECTOR, DIVISION OF FINANCE AND ADMINISTRATION, 410-260-7059, TO OBTAIN A COPY OF THE HOBO WORK SPACE AND IF YOU NEED ASSISTANCE IN CREATING THE FILES FOR THIS FUNDING WORK SPACE.

NONBUDGETED FUNDS

Each agency should include a separate program statement providing a description of any current and proposed activity to be financed with nonbudgeted funds. All funds received from Special and Federal sources are to be reported in the agency's operating budget request and reflected in programs summarizing the various sources.

An appropriation statement identical in format to those contained in the prior year budget book and personnel detail including salaries and fringe benefits shall be prepared to support:

- Actual expenditures
- Estimated current year expenditures
- Estimates for the request fiscal year

Revenue sources should be submitted on a DBM-DA-3A (Appropriation Statement) with the term **Nonbudgeted** substituted for Special.

Do not include these funds in the overall summary of the agency's budget request as this is intended for informational purposes only.

PERSONNEL BUDGETING

POSITIONS

Abolitions and transfers should be requested in the budget request rather than deferred for later administrative action. Personnel data should be submitted via HOB0, HOB0-generated printouts, or an approved, automated/electronic format (mainframe data set or spreadsheet). Any other questions regarding the submission of personnel data should be directed to John Pirro, DBM Director of Finance and Administration (410-260-7059).

Proposed reorganizations and related budgetary position actions should be reflected in the request only after prior consultation with your Budget Analyst. Please adhere to the following rules for submitting printouts:

- Only original HOB0 printout should be submitted.
- Cross out, **do not white out**, any original printed information.
- **Do not cross out a PIN and reenter the same PIN somewhere else on the printout.**

HOB0 Data Submissions

- Update the record ID, class code, class title, FY07 positions and dollars, FY08 positions and dollars, and/or fund percent changes as necessary.
- Insert a “flag” in Column 19 to identify data changes. This “flag” can be any character the agency chooses.
- Changes to FTE counts must use one of the following codes:
 - **RA** - requested abolition
 - **RNP** - requested new position,
 - **CC** - contractual conversion,
 - **PTFT or FTPT** (part-time to full-time or full-time to part-time) - for an increase or reduction in an FTE count,
 - **RTF** - requested transfer from
 - **RTT** - requested transfer to for a fiscal year transfer of a position.

RTT and **RTF** should be used only if necessary. Either reorganize now or wait to reorganize after the allowance.

FY 2006 Salary Data

Actual amounts expended for regular earnings (Comptroller Object 0101) are available again by **program and class code**. DBM will combine the data from Central Payroll with the position control files as of June 30th and have the actual year data necessary to print the personnel detail in the budget books. R*STARS adjustments are not reflected and merging of salaries for a position that was reclassified (e.g., an Office Secretary II becomes an Office Secretary III and the two salaries need to be merged with the position record) **are not** reflected.

FY 2007 and FY 2008 Data

The HOB0 printout should be modified to include:

- Position abolitions, new positions for FY 2007, agency/program/subprogram changes, or fund changes reflected on MS-310 submitted to DBM Office of Personnel Services and Benefits prior to the submission of your budget. Agencies submitting multiple budgets should not reflect changes that impact budgets already submitted unless the corresponding action in the submitted budget was reflected at the time of submission. In either case, include only **approved** reclassifications.
- FY 2008 budget request changes (abolitions, transfers). **Include new positions in HOB0 if budgeted within the target. Requested new positions, in addition to the target, will be added to HOB0 by DBM once approved. All new positions must be submitted as a request above the target on a DBM-DA-21.**
- Only reorganizations approved in FY 2007.
- **The percent of employment for positions is shown by the decimal equivalent (50% should be shown as .50).**

Salaries Used for FY 2008 Budget

- The salary schedule effective July 1, 2006 (attached) will be used as the basis for budgeting FY 2007 salaries and projecting FY 2008 salaries.
- **Increments for FY 2007 and FY 2008 should be included in your projections.** All grade/step positions receive a one step increase in FY 2008. Positions with a January increment receive a half-step increase in FY 2007 that carries forward into FY 2008.
- **No additional funds should be budgeted for a COLA.** The Department of Budget and Management will make any FY 2008 COLA changes that may result from collective bargaining negotiations during the FY 2008 Allowance process. **Agencies with non-general funded positions should anticipate the possibility of a FY 2008 COLA increase, and estimate the effect on available fund balances of Special and Federal Fund sources.**
- Salary forecasts for **Executive Pay Plan (EPP) salaries will reflect the FY 2007 COLA but will not reflect any merit increases.** Please update all EPP positions to reflect any merit increases in FY 2007 and carry this revised salary forward in FY 2008. EPP salaries will be checked against the DBM-OPSB database as of mid-September 2006 to ensure accurate salaries. Agencies must process MS-310's in a timely manner to allow time for processing to ensure the OPSB database is up-to-date by September 3, 2006.

New Position Requests

Every effort should be made to meet agency needs within the existing workforce before requesting new positions. New position requests, including contractual conversions, must be requested as an over the target item, even if the agency plans to fund the positions within the GENERAL FUND target. The over the target requests must be limited to demands from major workload growth that is already in effect, new facilities already approved, new mandates, program transfers which cannot be met by reallocations, and Federal contracts and grants.

New position requests that can be covered within the target should be entered into HOB0 (or other acceptable format) by agency personnel before submitting the request to DBM. New position requests that require funds, in addition to the target, will be entered into HOB0 by the DBM analyst, when approved in December. New positions, other than contractual conversions, are to be requested at the base salary even though recruitment for the position may be planned at a higher step. Contractual conversions should be budgeted no greater than one step above the grade/step of the current contract.

In detail submitted as part of the over the target request, include the number of positions (decimal equivalent), title, class code, annual salary, and justification. **All of the following conditions must be met for new position requests to be given consideration:**

- There is a justified need for and a benefit from such a new position (quantifiable workload).
- The work cannot be absorbed by existing staff, performed by student help, patient/inmate labor or positions reallocated from other areas (program discontinuations or excessive vacancies).
- The function is expected to be needed for at least three fiscal years.
- The need is for a full-time employee for 40 weeks during the year.
- The funding for the position (Federal/private/local government grant program or student government fees) is reasonably expected to be available for more than three years.
- Funded within the GENERAL FUND target.

Contractual Conversions

Agencies may request contractual conversions as an item above the target and only as part of an overall staffing plan that significantly reduces the total number of authorized PINs. New positions may be requested to replace contractual employees (Comptroller Object 0220) when **all** of the following conditions are met.

- There is a justified need for an employee.

- The employee is not student help, patient labor or an inmate.
- The function is expected to be needed for at least three fiscal years.
- The need is for a full-time employee, or at least 32 hours a week for 40 weeks during the year.
- The funding for the position (Federal/private/local government grant program or student government fees) is reasonably expected to be available for more than three years.
- The contract position and funding was approved in the FY 2007 Legislative Appropriation.
- Funding for the conversion **is included in the GENERAL FUND target**.

PERSONNEL BUDGETING

PAY PLAN ADJUSTMENTS AND NEW CLASSIFICATIONS

Currently many agencies are requesting pay plan adjustments and new classifications outside the budget process. The current practice does not provide review by key decision makers and prohibits a review in context of the overall State budget. In order to assure a more orderly review process that is integrated with the budget process, agencies should include these pay plan adjustments and new classification requests as part of the proposed FY 2008 budget request. Agencies must complete DBM-DA-25A and DBM-DA-25B forms when requesting a salary adjustment to one or more job classifications in FY 2008.

Agencies are instructed to budget for these adjustments in Comptroller Object 0112-reclassifications. If an agency has included funding in Comptroller Object 0112 without required supporting documentation, DBM will reduce funding when developing the FY 2008 Allowance.

NEW DBM-DA-25A Form – WORD Document

The DBM-DA-25A should be used by agencies to provide sufficient justification to support the request by addressing the following items:

1. Please explain why the pay plan adjustment or new classification is necessary. Why is this job series critical to your goals and objectives? The explanation should outline how the current salary structure is impacting the outcomes for the program and/or agency. (List the specific Managing for Results goal, objective and measures.)
2. Please explain how the proposed salary structure is expected to impact the outcomes for the program and/or agency. (List specific Managing for Results goal, objective and measures.)
3. Please list any alternatives considered to address the issues which would not require the establishment of a new classification series or a salary adjustment. List steps that have been taken to address recruitment and retention issues within existing resources.
4. Please list the impact of this proposal on other classifications used by the agency.
5. Provide any additional documentation that supports your request.

NEW DBM-DA-25B Form – EXCEL Document

The DBM-DA-25B form should be used by agencies to outline the specific positions and costs associated with the request. The following information will be required:

1. List **current** grade, step and salary by PIN to be impacted by the pay plan adjustment.
2. List **proposed** grade, step and salary by PIN to be impacted by the pay plan adjustment.
3. Outline the fringe benefit costs associated with the proposed pay plan adjustment.
4. Summarize the costs by program and fund for the agency.

Requests must be submitted in priority order to the Department of Budget and Management to Kurt Stolzenbach at the following e-mail address: kstolzen@dbm.state.md.us

Fiscal Year 2008
Pay Plan Adjustment or New Classification Request

Department or Agency:

Program Name:

8-digit Program Code:

4-digit Subprogram Code:

TITLE/DESCRIPTION:

Include a short title of one sentence for the description of the request.

A. REASON FOR REQUEST:

Please explain why the pay plan adjustment or new classification is necessary and indicate:

- 1) current vacancy rates;*
- 2) the date of last adjustment for impacted positions;*
- 3) the number of positions impacted; and*
- 4) the resignation for each classification during the previous fiscal year.*

Why is this job series critical to your goals and objectives? Outline how the current classification or salary structure is impacting the outcomes for the program and/or agency.

B. JUSTIFICATION FOR THE REQUEST

Please explain how the proposed salary structure is expected to impact the outcomes for the program and/or agency. Explain why this is the best option to address the issue.

*This section must refer to the current Management for Results measure(s) impacted; the projected incremental impact on the measure(s); and provide an explanation of the impact. For requests that do not relate to a current MFR, include a measure or measures to show results of the request. **The measures must show the specific outcomes to be achieved.***

Performance	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Measure	<u>Appropriation</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>

C. ALTERNATIVES CONSIDERED:

Please list any alternatives considered to address the issues which would not require the establishment of a new classification series or salary adjustment. List steps that have been taken to address recruitment and retention issues within existing resources. Are there factors other than salary which impact the ability to recruit and retain employees with the necessary skills for the job?

D. IMPACT ON OTHER CLASSIFICATIONS:

Will approval of this request have an impact on employees in other classifications used by your agency? If yes, please list the classifications involved and how they will be impacted.

E. ADDITIONAL SUPPORTING DOCUMENTATION:

Provide any documentation that may support the request: retention analysis, reports, salary surveys, legislation and other publications.

PAGE _____

(State Agency or Group)

(Institution or Unit)

(Program No. and Title)

PAY PLAN ADJUSTMENT

[illegible]

Summary

(State Agency or Group)

(Institution or Unit)

(Program No. and Title)

BUDGET ESTIMATES

Program

TOTAL

0

0

0

0

PERSONNEL BUDGETING

FRINGE BENEFITS

Regular Payroll: All Regular Payroll fringe benefits are to be requested in the appropriate Comptroller Object group 01-- Salaries and Wages.

Miscellaneous Adjustments (Comptroller Object 0110): This is for salary adjustments that are not categorized in any of the specific Object 01 Salaries and Wages Comptroller Objects.

Accrued Leave Payout (Comptroller Object 0111): This is used for accrued leave payouts when long-term employees leave State service and are entitled to payment for accrued leave. Agencies should use this Comptroller Object to account for accrued leave payouts for the budget book appropriation and the FY 2008 budget request.

Reclassification (Comptroller Object 0112): This is used for reclassifications and/or hiring above the minimum for a position reclassification. Agencies should account for reclassification costs for the budget book appropriation and request years (actual expenditures will appear as salary payments) within the FY 2008 budget request.

FICA Contributions (Comptroller object 0151): The calculation for this account is as follows:

Add subobjects 0101, 0102, 0104, 0105, 0110, 0111, 0112 and 0155, (up to maximum FICA amounts specified).

Multiply the sum of the above subobjects by the FICA rates in the Standard Rates and Schedules.

The rate and ceiling used for regular payroll employees reflect an adjustment for the non-taxability of certain employee-paid health insurance and "spending account" items.

Employee Health Insurance (Comptroller Object 0152): Amounts for employees' health insurance (average cost per employee for an organizational unit no lower than the 6-digit budget code level), which are charged to the agency accounts by the Central Payroll Bureau, shall be calculated using the following formula:

$$\begin{array}{lcl} \text{Actual Cost for subobject 0152} & & \text{Number of} \\ \text{as reflected on Payroll Register} & \div & \text{Eligible} & \mathbf{X} & 24.07 & \mathbf{X} & 1.07 \\ \text{as of 7/18/06 (avoid anomalies)} & & \text{Employees} \end{array}$$

In unusual circumstances, (e.g. educational institutions with a 21-day payroll), the 7/18/06 payroll register may not be used. Please contact your DBM Budget Analyst for assistance concerning the appropriate payroll register date to use for calculating your agency's FY 2008 health insurance rate.

For the formula above, and all budget request forms, the following definitions apply:

- **Number of eligible employees** - The head count of employees occupying regular positions (PINs) at an authorized level of 50% or greater. Does not include temporary employees (TEs), zero pays, and/or vacant positions for the payroll register used.
- **1.07** – Use 1 + the inflation rate of 7.0%. **DBM will make any additional inflationary adjustments in the FY 2008 Allowance.**
- **Authorized positions of .5 or greater requested in budget** - The total number of the PINs requested at an authorized level of 50% or greater where each PIN of 50% or greater is counted as one. Do not use a full-time-equivalent total.

Retiree Health Insurance (Comptroller Object 0154): The calculation for retiree health insurance charged to agency accounts by the Central Payroll Bureau is:

Amount requested in subobject 0152 (employee health insurance) **X** 0.3524

(Note: Retiree health insurance amounts paid directly to vendors by the agency are to be requested in R*STARS Comptroller object 0153 and shall be calculated in accordance with each contractual agreement in effect. The terms of the agreement are to be specifically provided on a Form DBM-DA-2 along with the calculation used to arrive at the per-employee cost.)

A completed Form DBM-DA-2A (Budget Estimate) is to be included as part of the budget request for both R*STARS Comptroller object 0152 and 0154 (See page 135).

Pay for Performance Bonuses (Comptroller Object 0156): Agencies should NOT budget for FY 2008 performance bonuses.

Retirement/Pension Systems: The amounts requested for retirement and pensions are to be calculated as follows:

Request amount of subobject 0101 **X** percentage listed in Standard Rates and Schedules.
for the specific retirement program as listed below

<u>SUBJECT</u>	<u>SUBJECT TITLE</u>
0161	Employee, Correctional Officer, and Legislative Retirement Systems
0163	Teacher Retirement System
0165	State Police Retirement System
0166	Judges' Pension System (Including Masters)
0167	Mass Transit Administration Pension System
0168	Optional Retirement/Pension System (TIAA)
0169	Natural Resources Law Enforcement Officer Pension System
0170	Other Retirement Systems
0171	Other Pension Systems

Note: Comptroller objects 0162 and 0164 are not to be used for requesting retirement and pension allowances.

Deferred Compensation (subobject 0172): The amount requested for deferred compensation should be based on FY 2007 actual experience using the following calculation:

- Divide the total FY 2007 deferred compensation match *appropriation* (Comptroller Object 0172) by the number of eligible employees in FY 2007. This results in the average payment per employee.
- Multiply the average payment per employee by the number of eligible employees in the FY 2008 request

Please use a consistent factor for each 6-digit budget unit. The agency calculation should be documented in column 19 of HOBO or on a DA-2 (Budget Estimate) form.

Unemployment Compensation Insurance (Comptroller Object 0174): Amounts relating to the regular payroll shall be computed by:

Amount requested for Comptroller object 0101 X rate in Standard Rates and Schedule

Workers' Compensation Premiums (Comptroller Object 0175): Leave the same GENERAL FUND and NON-GENERAL FUND amounts in your FY 2008 request as was allowed in your FY 2007 appropriation. DBM will adjust this subobject after the FY 2008 budget submission.

Other Fringe Benefit Costs (subobject 0199): Use for fringe benefit costs that are not categorized within any of the specific Object 01 Salaries and Wages Comptroller Objects. Agency should include supporting justification for such a request (Column 19).

Special Payments Payroll (Comptroller object group 02): Budget contractual positions in R*STARS Comptroller object 0220. The employer share of FICA contributions should be requested in subobject 0213 and unemployment insurance in subobject 0214.

FICA Contributions (Comptroller Object 0213):

Multiply the amount requested in subobject 0220 (only up to the maximum amount allowed) by the FICA rate in the Standard Rates and Schedule.

The rate and ceiling used for Comptroller Object 0213 are different from those used for Comptroller Object 0151 because contractual employees do not participate in either health insurance or spending accounts.

Unemployment Compensation Insurance (Comptroller Object 0214):

Multiply amount in subobject 0220 by the rate in the Standard Rates and Schedules.

TURNOVER EXPECTANCY

Turnover on existing positions should be set at “reasonable” levels that reflect normal resignation/recruitment activity at the program level. The turnover rate used for a subprogram (or program if subprograms are not used) must be reported in column 19 of the HOB0 budget file and/or on a DBM-DA-2 (Budget Estimate). **Turnover should not be used as a “plug” figure to meet the GENERAL FUND target.**

- Turnover on existing positions should not exceed 4% nor should it be less than 2%.
- Turnover for contractual conversions should be set at the levels used for existing permanent positions.
- New position turnover should generally equal **25%** to reflect the time that it commonly takes to establish the position and to recruit to fill the position.

Turnover should be computed using the sum of the following Comptroller objects:

- Regular Earnings (Comptroller Object 0101)
- Social Security Contributions (Comptroller Object 0151)
- All applicable retirement/pension systems (Comptroller Objects 0161-0171)
- Unemployment Insurance (Comptroller Object 0174)

HEALTH INSURANCE (0152) AND STATE SUBSIDY FOR RETIREES' HEALTH INSURANCE (0154) ARE NO LONGER INCLUDED IN THE CALCULATION.

The following example should be used if turnover for new positions is combined with turnover on existing positions. The different rates and the amounts that apply should be reported.

\$335,623 (salary and fringes on current positions) **X 3% for current positions = \$10,069**

added to

\$31,323 (salary and fringes of new positions) **X 25% for new positions** = \$7,830

EQUALS TURNOVER OF \$17,899

CONTRACTUAL EMPLOYEES

Contractual positions are defined as those having an employee-employer relationship with the State. **A justification for each contractual position is required for fiscal year 2008.**

Agencies should take a “zero-based” approach to budgeting contractual positions. Any position that can be eliminated should not be renewed in FY 2007 (reductions can be initiated in FY 2007) and should not be funded in FY 2008. This count should include those individuals in higher education institutions who meet this definition, including those paid with additional assistance funds. Full-time equivalents (FTEs) for contractual employees paid with additional assistance funds should be entered in HOB0 columns 207-209 of the line items for additional assistance.

The totals of FTE contractual positions for each budgetary program should be submitted on the form DBM-DA-1. Agencies using HOB0 for their budgets should enter in columns 207-209, using Comptroller Object 0220, the FTEs for contractual employees associated with the actual, appropriated, and requested amounts that correspond to Comptroller Object 0220 in columns 14, 16, and 17. For the purpose of this count, one FTE equals 2,080 work hours per year.

Turnover

Contractual turnover should be computed on the sum of Comptroller Objects 0220, 0213, and 0214 for each subprogram (or program if subprograms are not used) and entered as a negative amount in a record for Comptroller Object 0289. In FY 2008 each agency should budget turnover based on “reasonable” agency vacancy rates for vacation leave, sick leave, as well as normal turnover for its contractual employees. **A turnover rate of 3.8% should be added to the “reasonable” vacancy rate for the 10 annual holidays that contractual employees do not receive compensation.** The turnover rate used for a subprogram (or program if subprograms are not used) must be reported in column 19 of the HOB0 budget file and/or on a DBM-DA-2 form.

All agencies except higher education should report supporting detail on DBM-DA-22. Higher education institutions should report supporting FTE and salary detail per employee category in accordance with their Budget Analyst’s instructions.

DBM-DA-22 Contractual Employees

This form is used to:

- Report all contractual employment for the Actual and Current Appropriation years, and
- Identify contractual positions or contractual conversions requested in FY 2008.

The form includes a column for the current year “Spending Plan.” This “Spending Plan” column may differ from the appropriation to the extent the agency has added or eliminated contractual positions on its own authority. It is important to show the FTE and the dollar amounts that reconcile to the Actual, Current Appropriation and Request columns for special payments payroll in the budget at the program or subprogram level.

Contractual employment data supporting object group 02, Technical and Special Fees, should be completed at the subprogram level of detail. Contractual positions should be itemized on a single line on the attached form, even though multiple positions in the same classification may exist.

The budgeted amounts (FTEs and dollars) for the following types of “exempt” contracts, involving an employer-employee relationship between the contractor and the contracting state agency, may be consolidated into a single line on this form. The single line must contain a total FTE count for the contracts in this category and the dollar amount entered in the appropriate columns for the appropriate fiscal years.

- Contracts in the Legislative and Judicial branches of government
- Exemptions based on State Law
- Other Policy Exemptions (i.e. students, patients, inmates, direct emergency services, School for the Deaf direct student services, college faculty, on-duty physicians, BPW, Governor's Office, and intermittent unemployment insurance claims)

Subprogram - Separate forms should be completed for each subprogram.

Classification of Employment - The equivalent or closest applicable job classification.

Actual, Current Appropriation, Spending Plan, and Request Years - Amounts for each year. Each of the Request year fields should contain zeros if the contractual position is not being requested or is being requested for conversion to a permanent budgeted position.

- **FY 2006 Actual** - Reconcile to the FY 2006 Actual column of the budget file
- **FY 2007 Appropriation** - Reconcile to the FY 2007 Appropriation column of the budget file. This column should be consistent with the FY 2007 Legislative Appropriation plus approved FY 2007 budget amendments.
- **FY 2007 Spending Plan** - Reflect the contractual employee FTE and amount for existing or planned staffing levels.
- **FY 2008 Request** - Reconcile to the FY 2008 Request column of the budget file. The FTE column should be consistent with the FY 2007 Appropriation column adjusted to reflect the addition or deletion of contractual employees.

FTE - Full-time equivalent position. If the position is full-time, indicate "1.00." Otherwise, indicate the percentage (to the nearest hundredth) of position used for each year. A total should be provided for this column. For agencies who budget through HOBOS, these totals should equal the quantities entered for R*STARS Comptroller object 0220 in columns 207-209.

Amount - Record each year's total salary for the contractual position excluding Social Security or other fringe benefits.

Fund - This column should record one of the following codes for the fund type financing the compensation of the contractual position each year (01 = General Funds, 03 = Special Funds, 05

= Federal Funds, 07 = Non-Budgeted Funds, and 09 = Reimbursable Funds). Indicate the relevant percentages when funding is mixed among fund types.

Conversion Requested - This field should indicate "yes" if the budget contains a request to convert the contractual position to a budgeted merit position in Object 01. If conversion is requested, no amount should be requested in object 02.

Renewal Date - Identifies when the position will be renewed during the FY 2007 budget year.

Justification/Description - Brief description of the need for a contractual position. If additional justification is required, use a DA-2 form with a reference note in this column i.e. "see Note 1 on page 55." The specific justification to convert to a budgeted position should appear in the new position's object 01 request detail.

Reconciliation to Subobject Detail - The totals for the Actual, Appropriation and Request years on the DBM-DA-22 should equal the budgetary amounts for R*STARS Comptroller object 0220 for each subprogram (or program if that is the level of budget submission) for both dollars and FTEs for each year.

TELECOMMUNICATIONS

Telephone (0302), Telecommunications (0303), and Misc. Communications Charges (0304)

Subobjects 0302, 0303, and 0304 should include projected telecommunication costs that will be billed directly by vendors to an agency. Agencies responsible for their own PBX or Centrex should budget the actual usage portion of PBX and Centrex service, including local and long distance. All agencies must ensure that they have sufficient funds to cover 12 months of charges.

DBM Paid Telecommunications (0305)

Telecommunications costs for services centrally managed by DBM should be identified in Comptroller Object 0305. **All agencies should request FY 2008 funding equal to the FY 2007 original appropriation by fund for subobject 0305.** DBM's Division of Telecommunications will develop the FY 2008 projected costs for each service including:

- Contract management & administration
- Statewide Enterprise Networks (Wireless Network and FMIS)
- Network Maryland
- Private Branch Exchange (PBX)
- Multi Service Centers (MSC) telecommunications costs

The budget request should detail any factors that may cause your agency's telecommunication charges to increase or decrease materially. Agencies should also advise Ms. Lynn Buehler of all details. These factors will be reviewed for any impact to budget projections. The Office of Budget Analysis in cooperation with the Division of Telecommunications will make a final determination of the agency budget requirements for Comptroller Object 0305.

Cell Phone Expenditures (0306)

Agencies are required to identify costs for cellular phones using Comptroller Object 0306. Agencies must identify by fund and program, the number of cell phones, the type of pricing plan and monthly cost associated with the pricing plan for each cell phone used by agency personnel to conduct State business. Please submit cellular phone information on the DBM-DA-2 form.

Telecommunications Capital Leases (0322)

An agency's portion of lease payments for PBX and MSC related equipment previously financed or anticipated to be financed in FY 2008 via the State Treasurer's Office Master Lease-Finance Program should be budgeted in Comptroller Object 0322. **All agencies should request FY 2008 funding equal to the FY 2007 original appropriation by fund for Comptroller Object 0322.** The Office of Budget Analysis in cooperation with the Division of Telecommunications will make a final determination of the agency budget requirements for Comptroller Object 0322.

The amount requested in subobjects 0305 and 0322 must equal the agency's FY 2007 original appropriation by fund. The FY 2008 appropriation in these Comptroller Objects will be restricted and the Director of Budget Analysis must approve any transfer of funds.

For further guidance or information related to Telecommunications budget projections contact: Lynn Buehler, DBM Division of Telecommunications, (410) 767-4644, lduleh@dbm.state.md.us

FOOD

The justification for the agency's food requests should be presented in either column 19 of the HOB0 budget file or on a DBM-DA-2 form. Generally, the justification reflects the number of people served, multiplied by number of meals per day, times the number of days. In addition, the cost of the meals should be justified.

Please contact your assigned budget analyst to discuss the calculation of your agency's FY 2008 food request.

FUEL AND UTILITIES

The methodology used to calculate Fuel and Utilities requests should be explained in Column 19 of the HOB0 budget file and on a DBM-DA-2 form. Calculations may reflect a historically based usage projection multiplied by a rate, or a FY 2006 actual adjusted by an inflation rate. Include in the calculation any appropriate adjustments for changes in space utilization.

Inventory of Buildings: Agencies should use form DBM-DA-2 to create an inventory of buildings for inclusion in the FY 2008 budget request. The inventory should report the square footage of each building served by the fuel and utilities accounted for in the agency's budget request. The following is an example of the information that should be presented:

<u>Continuously Maintained Areas (square feet)</u>	<u>Actual</u>	<u>Appropriation</u>	<u>Request</u>
Administration Building	2,500	2,500	2,500
Dormitory Building	3,000	3,000	3,000
Total Continuously Maintained Areas	5,500	5,500	5,500
<u>New Areas (Add):</u>			
School Building (Open Jan. 2006)	450 ¹	900	900
<u>Discontinued Areas (Subtract):</u>			
Recreation Hall (Close June 2007)	700	700	0
Gross Areas Maintained, as adjusted	5,250	5,700	6,400 ²

¹ Sq. footage adjusted to reflect half year's operation (900 sq. ft./2).

² Central boiler to be replaced July 2005, savings on oil estimated to be 8%.

Square footage change from Actual Year to Request Year = 21.9%

Fuel – Natural Gas/Propane (0606)

Agencies that utilize natural gas procured by the Department of General Services should budget for an increase of 9% over FY 2006 actual expenditures.

Utilities – Electricity (0620)

Agencies consuming electricity procured by the Department of General Services should budget for a 50% increase over FY 2006 actual expenditures. *Please note that no State agency may purchase electricity in the State's competitive electric utility market until DGS and MEA can ensure that purchase is consistent with the State's strategy.*

MES Charges (0697)

If water and/or sewage services are provided by the Maryland Environmental Service (MES), an agency should use subobject 0697 instead of codes 0621 or 0622. **An agency should request FY 2008 funding equal to the FY 2007 original appropriation by fund for Comptroller Object 0697.** DBM will update allocation of costs among agencies receiving such service as needed.

Loan Repayment to Energy Conservation Loan Fund (0698)

Energy conservation project loan repayments paid to or coordinated by Maryland Energy Administration will be included under subobject 0698. MEA should provide this in time for inclusion in the budget request. DBM will make appropriate adjustments as needed.

MOTOR VEHICLE OPERATION AND MAINTENANCE

The budget process is the most appropriate method for requesting vehicles. Agencies are expected to include complete FY 2008 vehicle needs within the FY 2008 budget request. **Out-of-budget-schedule vehicle requests during FY 2008 are discouraged and DBM will limit the consideration of such requests during FY 2008.** During FY 2008 if an agency determines that an unscheduled vehicle requires replacement, the agency must substitute the needed vehicle replacement with a scheduled FY 2008 vehicle replacement. Out-of-schedule vehicle requests required due to “new” programs and federal award funding are to be submitted as a deficiency request for FY 2008.

Each agency should carefully consider the utilization of its state motor vehicle fleet in terms of annual mileage and consistent use before submitting requests for replacement/additional vehicles for the FY 2008 budget. This fleet review should also include an effort to downsize the fleet, especially for vehicles assigned to headquarters staff. Fleet analysis must also include a review of field staff vehicle usage. From a cost savings standpoint, field staff currently traveling in private vehicles that generate excessively high mileage (10,000 miles annually) and subsequently high POV reimbursements, are strong candidates for state motor vehicle assignments.

Each agency must complete a DBM-DA-8 form for motor vehicle categories within each subprogram. List the vehicles by VIN or serial number sequence using only the headings Vehicles To Be Replaced in FY 2008 or Additional Vehicles in FY 2008.

Provide the subtotal for each page on the first subtotal line. If there are multiple pages for one particular type of vehicle, complete the second subtotal line. At the completion of a subprogram listing, provide the subprogram total on the final line. This information is only needed for the replacement and additional vehicles requested for FY 2008. All new and replacement sedans, if approved, will be the Type 1-Standard State Sedan unless adequate justification is provided for a different type of vehicle.

DBM-DA8 (Motor Vehicle Operation and Maintenance)

The DA-8 includes a justification column that must contain the following information:

- Special circumstances, explanation of why low-mileage replacement vehicle should be considered for approval (damage beyond economical repair, extraordinary maintenance costs, etc).
- Reasons vehicles are being replaced with a different vehicle type.

DBM-DA8F (Alternative Fuel Vehicles)

The DA-8AF form was created for requests involving alternative fuel vehicles. Please organize requests by **specific alternative fuel type**.

PLEASE EMAIL ALL DA8 AND DA8F FORMS IN EXCEL FORMAT TO KURT STOLZENBACH: KSTOLZEN@DBM.STATE.MD.US.

Replacement Vehicles

An agency should determine if all the vehicles in its fleet are essential to program operations. A concerted effort to downsize fleets will assist the overall budget process. All replacement vehicles will be budgeted and requisitioned by size and type. A vehicle may be considered for replacement if its mileage will exceed 100,000 miles by March 2008. However, 100,000 miles is only a reminder that the potential exists to replace a vehicle; it is not the benchmark used for approval. DBM will review each vehicle request on a case-by-case basis. Requests to replace vehicles with lower mileage must be justified in writing.

Additional Vehicles

Additional vehicles should be requested only if:

- No existing vehicle can be reassigned to fill the need.
- The vehicle will be driven at least 10,000 miles per year.
- There is a cost savings (provide written justification).
- It is necessary to implement major legislation (provide legislation reference).
- Required to support operations at a new facility (indicate new facility).
- Required to implement a new initiative (indicate new initiative).

Sport Utility Vehicles – Does not apply to law enforcement agencies.

Agencies are requested to include a justification for each replacement and additional SUV request, using DBM's Fleet Administration Unit (FAU) criteria:

- Description of the primary purpose or use of the vehicle and the frequency of its use. Inclement weather is not a valid justification.
- Detailed explanation why existing agency SUV fleet cannot be realigned to meet the need.
- Detailed explanation proving that purchasing a smaller or alternative type of vehicle with options does not meet the needs of the agency.
- Detailed explanation demonstrating that the vehicle will be operated off-road more than 20% of the year.

Pricing

The Standard Rates and Schedules (pages 117-119) include price lists for vehicles using regular fuel and for alternative fuel vehicles (AFV). These schedules provide estimated purchase prices to replace different types of vehicles in the Request Year. These prices must be adjusted by the estimated trade-in value of each vehicle. Justification for any deviation in prices and trade-in values from those provided in this table must be provided on a DBM-DA-2 form. Use the net cost (after deduction of any applicable trade-in value) on the DBM-DA-8 form.

Commute Charges (0789)

The Fleet Administration Unit (FAU) has established a commute charge policy based on the actual miles traveled for a one-day round trip commute as opposed to a zone charge. The **DBM/FAU Commute Deduction Chart for FY 2008** (page 120) outlines the cost per round trip for sedans and light trucks and vans (LTVs). Agencies should multiply the round trip rate by the number of payrolls for each eligible commuter to calculate the FY 2008 budget request at a subprogram or program total level.

Vehicle Operating Costs (0702 – Gas & Oil and 0704 Maintenance & Repairs)

The total vehicle estimated mileage for the request year is no longer required within the DA-8 form because it is available in FleetMaster. This does not exempt the need for justification for Gas and Oil and Maintenance and Repair. The justification should be presented in either Column 19 of HOB0 or on a DBM-DA-2 form using one of the following calculation options:

- Rate per mile (see Standard Rates and Schedule)
- Actual expenditures plus a reasonable inflation assumption

Additional Information

If you have any questions pertaining to budgeting for vehicle operations and maintenance, please contact your DBM Budget Analyst or Larry Williams, DBM Fleet Administration Unit, (410) 260-7195, larryw@dbm.state.md.us

CONTRACTUAL SERVICES

Contractual services are budgeted in Comptroller Object group 08.

The components of complex "lump sum" line-item requests should be detailed and well justified on a Form DBM-DA-2 with rates and units of service for all components. **Line-item requests for simpler amounts may be justified using the "fifty character" field allowed for each line-item in the submission of machine-readable budget data.** The justification of each contractual service line-item should explain how the request for each line-item was determined. Examples may include:

- Planned actual cost of the next year of an approved multi-year contract
- Three-year average of expenditures plus inflation
- Current contract plus inflation
- Projected rate times units of service

Schedule of Contracts/Interagency Agreements (Form DBM-DA-23) is to be completed for each program or subprogram with contracts or interagency agreements. Where contracts are funded in various subprograms, make an entry for each funding component and create a total for the contract.

- Each contract greater than \$25,000 is to be listed separately.
- Contracts less than \$25,000 should be included on one line (not listed separately) for each subprogram. Subprogram totals will equal actual, appropriation, and request amounts at the subobject level of detail. Please provide a subtotal for each subprogram.

On or before August 1, 2006 each State agency and each public institution of higher education must report any interagency agreements in place for any part of fiscal year 2007 between State agencies and any public institution of higher education involving potential expenditures in excess of \$100,000 over the term of the agreement. Please refer to the reporting requirements on the DBM website, Procurement & Contracts, FY 2006 Interagency Agreement Reporting. This reporting mechanism was described in the Budget Bill for 2006 and was further defined in Section 31 of the Budget Bill for 2007.

Agreements between two or more State agencies involving expenditures in excess of \$100,000 will continue to be reported to the BPW and DLS as required by the Budget Reconciliation and Financing Act of 2004. The reports must include information on the creation of positions related to the agreement.

In preparing the FY 2008 budget request, agencies should continue to report planned agreements using the form DBM-DA-23 (page 143). The legislature may again require notification before agreements are implemented.

EQUIPMENT: REPLACEMENT AND ADDITIONAL

Requests for replacement and additional equipment should be itemized and justified on form DBM-DA-2. Where appropriate use the prices appearing in the Schedule of Equipment Prices in the Standard Rates and Schedule to estimate the costs of this equipment.

LEASE PAYMENTS: MASTER EQUIPMENT LEASE-PURCHASE PROGRAM

The Schedule of Charges for Equipment Financed through the Master Equipment Lease-Purchase Program summarizes the charges to financial agencies by fiscal year for equipment financed through June 22, 2006. The schedule should be used to derive the amount budgeted in Comptroller Objects 1021, 1041, 1121 and 1141 (Capital Lease Payments to Treasurer) based on equipment financed through June 22, 2006.

If an agency's total budget request for these charges is different from the amount in the Schedule of Payments, please provide an itemization of additions and subtractions, on a form DBM-DA-2, which clearly identifies how the request is derived from the Schedule. If an agency plans to finance the purchase of additional equipment, the amounts on the Schedule should be increased. If an agency plans to "pre-pay" any leases, the amount should be decreased.

Adjustments should be made to reflect the following, as needed:

- If there are (or will be) prepayments, deduct amounts for the FY 2007 lease payments that will have been satisfied as a result of the prepayments. Use the amortization schedule you received at the time of financing to calculate the deductions (for assistance in determining the effect of prepayments, contact Kina Johnson-Malcolm, State Treasurer's Office, 410-260-7154).
- Add estimated finance charges for equipment to be financed after June 22, 2006 as follows:

If equipment is financed (vendor paid)	First semi-annual payment is on:	Amount of debt service during fiscal year is:	
		<u>FY 2007</u>	<u>FY 2008</u>
Between 6/1/2006 - 11/30/2006	January 1, 2007	1/2 year	full year
Between 12/1/2006 - 5/31/2007	July 1, 2007	none	full year
Between 6/1/2007 - 6/30/2008		none	1/2 year

Agency questions or requests for a payment schedule should be directed to Amber Teitt, Fiscal Planner, DBM, 410-260-7276.

LOCAL AID

Agencies that distribute local aid are required to include an estimated and preliminary distribution of local aid for FY 2005 Actual, FY 2006 Actual, FY 2007 Appropriation, and FY 2008 Request in the budget submission.

The submission should include supporting documentation used to arrive at the distributions in each fiscal year. Between the submission of the budget request and the end of December 2006, any additional information that would affect the distribution of local aid in the request year should be submitted to the assigned DBM budget analyst and directly to Amber Teitt, Fiscal Planner, DBM, at Fax # 410-974-5634.

As the Governor's Allowance is finalized, DBM will ask that the agency submit revised distributions based on the allowance.

The budgets that contain local aid include:

BUDGET

Statewide Programs

D05E0111	Miscellaneous Grants to Local Governments
D15A0516	Governor's Office of Crime Control and Prevention, Law Enforcement grants
D25E0302	School Facilities Program
D50H0106	Fire, Rescue, and Ambulance Fund
J00A0102	Operating Grants in Aid (PILOT)
J00B0105	County and Municipal Funds (Highway Users)
J00H0106	Statewide Programs Operations
K00A0510	Outdoor Recreation Land Loan (Program Open Space, local programs)
M00F0207	Targeted Local Health Services
P00E0104	Share of Racing Revenue-Division of Racing
Q00A0104	Emergency Number Systems (911) – State grant
R00A02--	Aid to Education (All programs with general funds, Cigarette Restitution Fund, or Retirement Contribution Reimbursement except Program 45 - School Building Construction Aid)
R62I0005	Aid to Community Colleges – Formula
R62I0006	Aid to Community Colleges – Fringe Benefits
W00A0105	State Aid for Police Protection Fund
W00A0108	Vehicle Theft Prevention Council

INSURANCE

A Schedule of Insurance charges, 0704 Auto Insurance and 1302 Insurance Coverage paid to the State Treasurer's Office, for the FY 2008 Budget Request will be posted on the DBM website and distributed at a later date. Specific questions regarding premiums should be directed to the Treasurer's Office at 410-260-7063.

The following Comptroller Objects are to be used for budgeting of insurance premiums:

0704 Insurance – Auto

Automobile insurance payments to the State Treasurer's Office.

1302 Insurance Coverage Paid to STO

Insurance payments paid to the State Treasurer's Office (STO).

1309 Insurance (Non-STO Payments)

Insurance coverage payments not paid to the State Treasurer's Office.

REAL PROPERTY LEASES

Non-DGS Rent (1301)

Comptroller Object 1301 is to be used for private lease agreements where rental payments are not paid to the Department of General Services (DGS). Agencies should budget for the entire rental amount in accordance with the terms negotiated on their behalf by DGS. For further information, contact:

Linda McGovern, Chief, 410-767-4328
DGS Division of Lease Management and Procurement
Room 601, 300 W. Preston Street
Baltimore, MD 21201

NOTE: Rental of garage space shall appear as Comptroller Object 0705 unless the entire garage or parking lot is being leased or such spaces are included in the building lease.

Rent Paid to DGS (1303)

This Comptroller object should only be used for rental payments made to DGS. General funded (GF) agencies occupying space in buildings operated by DGS do not pay and should not budget for rent. Agencies funded with any proportion of non-GF, that occupy space in buildings operated by DGS, budget and pay rent to DGS for the non-GF portion of space occupied. Those agencies renting space from DGS should budget the entire amount in Comptroller Object 1303. Payment amounts should be provided to the agency by DGS in time for inclusion in the budget request. The Office of Budget Analysis will make appropriate adjustments as needed.

Schedule of Real Property Leases

Budget Form No. DBM-DA-24 is to be completed for each program or subprogram in which funding for rent is requested. All information requested on the form must be separately entered for each lease, existing and proposed. Where leases are funded in various subprograms, make an entry for each funding component and create a total for the lease. The information contained on the DBM-DA-24 should agree with or be reconciled to the total dollar amounts for Comptroller Object 1301 or Object 1303. Where appropriate, the leases should be listed and totaled by the Comptroller Object. Agencies may submit an Excel spread sheet with this information instead of using the DA-24. Consult with your budget analyst.

OPERATING MAINTENANCE

Operating Maintenance expenditures should be budgeted under the appropriate Comptroller Objects as follows:

Object 08 – Contractual Services

- Building/Road Repairs and Maintenance (0812)

Object 14 – Land and Structures

- | | |
|----------------------------------|---|
| ▪ Roof Repair/Replacement (1440) | ▪ Building Exteriors (1441) |
| ▪ Building Interiors (1442) | ▪ Water (1443) |
| ▪ Heating (1444) | ▪ Power Lines (1445) |
| ▪ Security Alarm Systems (1446) | ▪ Road Repair Services (1447) |
| ▪ Ground Maintenance (1448) | ▪ Sheds, Gas & Oil Storage Tanks (1449) |
| ▪ Easement Acquisitions (1481) | ▪ Other Land and Structures (1499) |

Note: Comptroller Object 1498 is reserved for administered statewide operating maintenance projects.

Agency Maintenance

An agency's ongoing, preventive maintenance should be reported and requested in the agency's budget submission under the appropriate Comptroller object code. Higher education institutions should include all facility-related projects in the budget request since these projects and funds are not administered by Department of General Services (DGS).

DGS Administered Maintenance

Operating maintenance projects to be administered by DGS should not be included in an agency's budget request submission. All agency operating maintenance needs should be coordinated directly with DGS prior to the submission. All new or additional operating maintenance projects to be considered for funding should be sent directly to DGS at the address below. Your assigned budget analyst, in conjunction with DGS, will handle these projects. If you have any questions, please contact:

Mr. Steven Wilson
Maintenance Engineering Division
Department of General Services
301 W. Preston Street, Room 1405
Baltimore, Maryland 21201
410-767-4266
Steve.Wilson@dgs.state.md.us

OVER-THE-TARGET REQUESTS

Over the past three months DBM has reviewed projected State revenue for FY 2007 and FY 2008 and has carefully reviewed each of the agency budgets to determine base funding needs. Adjustments have been made for annualization of prior commitments and salary increments. Other items that are added to the base are the mandatory requirements of the education formulas and the entitlement programs for Maryland's poorest citizens. The other mandatory requirements in statute have also been taken into account.

DBM discourages the submission of FY 2008 over-the-target requests that are not included in the Governor's initiatives or needed to implement legislation. Agencies should first attempt to identify areas within their own budgets where efficiencies might occur that could then free up funding for unfunded requests. Agencies are strongly encouraged to pursue interagency collaborations and other innovative proposals. Prior to submitting over-the-target requests, agencies must ensure that:

- ✓ Any unfunded requests support the "Five Pillars" of the Ehrlich-Steele Administration;
- ✓ All over-the-target requests are supported by strategic goals and objectives, and effective strategies that produce measurable outcomes; and
- ✓ Requests are not related to new programs.

Prior to submitting a formal over-the-target request, an agency should consult with its DBM Budget Analyst about the needs being addressed and the strategy proposed; this allows the agency and DBM to better prepare for the budget process. Submissions of unrealistic requests misuse the time and effort of agency staff, DBM staff, and the Governor and his staff. Over-the-target requests will be put on a list with the other requests from other departments and agencies. All requests will be considered together, rather than on an agency-by-agency basis. Each request will compete with the requests from other State agencies; priority will be given to funding of activities necessary to continue essential, current operations.

Requests must be submitted in priority order to the Department of Budget and Management in triplicate using a DBM-DA-21 form, Part 1 (narrative) and Part 2 (numbers). Over-the-target requests must be submitted at the same time as the FY 2008 budget request submission. **Do not include funding above the target in the budget request.**

DBM-DA-21 PART 1

FISCAL YEAR 2008 OVER THE TARGET REQUEST

TITLE/DESCRIPTION: *Include the unit code, a short title, no more than one paragraph description of the request, and the appropriate Governor's pillar.*

FINANCIAL/PERSONNEL SUMMARY:

General Fund: Amount \$	_____	Positions: _____	FT _____	PT _____	Contractuals _____
Special Fund: Amount \$	_____	Positions: _____	FT _____	PT _____	Contractuals _____
Federal Fund: Amount \$	_____	Positions: _____	FT _____	PT _____	Contractuals _____
Reimb Fund: Amount \$	_____	Positions: _____	FT _____	PT _____	Contractuals _____
Total Funds: Amount \$	_____	Positions: _____	FT _____	PT _____	Contractuals _____

A. TYPE OF REQUEST:

New Program _____ Expand Existing Service _____ Restore Service _____ New Facility _____ Other _____

B. REASON FOR REQUEST: *Indicate the basis for the request (e.g. enact approved legislation, Governor's Initiative, constituent request, completion of facility construction, implementation of multi-year plan, etc.)*

Be specific. For legislation, provide specific section of code; which constituent groups are making request; which facility is completed or to be completed and projected date of completion; cite multi-year plan and provide copy with budget submission.

C. ALTERNATIVES CONSIDERED: *Provide documentation of the problem or issue and indicate alternatives considered, to include doing nothing, and the reasons why the alternatives were not selected.*

D. JUSTIFICATION FOR THE REQUEST: *Indicate the alternative selected and provide justification for the selection. This section must refer to the current Management for Results measure(s) impacted; the projected incremental impact on the measure(s); and provide an explanation of the impact. For requests that do not relate to a current MFR, include a measure or measures to show results of the request. **The measures must show the specific outcomes to be achieved. All positions requested must be documented.***

Performance Measure	FY 2007 <u>Appropriation</u>	FY 2008 <u>Target</u>	FY 2009 <u>Target</u>	FY 2010 <u>Target</u>	FY 2011 <u>Target</u>	FY 2012 <u>Target</u>
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E. FISCAL IMPACT: *Using the Excel spreadsheet provided (Part 2), show the incremental increase to implement the request. Include information for all the fiscal years listed on the spreadsheet. Document the need for new positions and operating expense funds based upon outcomes included in the JUSTIFICATION. For FY 2009 and beyond, take out one-time costs shown in FY 2008.*

Form No. DBM-DA-21, Part 2 (revised 5/06)							Priority Number:						
FISCAL YEAR 2008													
DETAILED FUNDING REQUEST													
TITLE OF REQUEST: <u>Project XYZ</u>							PLEASE EXPAND THIS FORM TO INCLUDE THE ENTIRE REQUEST						
EXPENDITURES													
						Number Of	FY 2007	FY 2008 IN BASE	FY 2008 OVER TARGET	FY 2009 OVER TARGET	FY 2010 OVER TARGET	FY 2011 OVER TARGET	FY 2012 OVER TARGET
	<u>program</u>	<u>object</u>	<u>sub-program</u>	<u>sub-object</u>	<u>Position Classification</u>	<u>Positions</u>	<u>Appropriation</u>	<u>In CSB Base</u>	<u>Request</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>
					0101 class 0xxx	4			100,000				
					0101 class 0yyy	5			156,378				
					<u>Rates</u>								
	Total Positions & Salaries					9	0	0	256,378	0	0	0	
	<u>program</u>	<u>object</u>	<u>sub-program</u>	<u>sub-object</u>	<u>sub-object title</u>								
					<u>Rates</u>								
	04	01	xx55	0151	Social Security	7.50%			19,613				
	04	01	xx55	0152	Health Insurance	\$6,500 each			7,799				
	04	01	xx55	0154	Retiree Health Insurance	34% of 0152			2,730				
	04	01	xx55	0161	Employee Retirement	4.83%			14,767				
	04	01	xx55	0174	Unemployment	0.22%			846				
	04	01	xx55		Subtotal Benefits		0	0	45,755	0	0	0	
	04	01	xx55	0189	Turnover (25% 1st yr then agency rate)	25%	0		(12,085)	0	0	0	
	TOTAL SALARIES & BENEFITS						0	0	290,048	0	0	0	
	<u>program</u>	<u>object</u>	<u>sub-program</u>	<u>sub-object</u>	<u>sub-object title</u>	<u>Rates</u>							
Item 1	04	02	xx55	0213	SOCIAL SECURITY CONTRIBUTION				39,586				
Item 2	04	02	xx55	0214	UNEMPLOYMENT COMPENSATION				1,708				
Item 3	04	02	xx55	0220	SPECIAL PAYMENT PAYROLL				517,469				
Item 3	04	03	xx55	0301	POSTAGE				3,260				
Item 4	04	03	xx55	0302	TELEPHONE				7,321				
Item 5	04	04	xx55	0401	IN-STATE ROUTINE				2,150				
Item 6	04	04	xx55	0404	OUT-STATE CONFERENCE/SEMINAR				10,600				
Item 7	04	08	xx55	0804	PRINTING & REPRODUCTION				1,050				
Item 8	04	08	xx55	0808	EQUIPMENT RENTAL				4,300				
Item 9	04	08	xx55	0811	FOOD SERVICE				217,322				
Item 10	04	08	xx55	0899	OTHER CONTRACTUAL SERVICES				209,545				
Item 11	04	09	xx55	0902	OFFICE SUPPLIES				13,200				
Item 12	04	11	xx55	1107	EDUCATIONAL EQUIPMENT				43,500				
Item 13	04	11	xx55	1115	OFFICE EQUIPMENT				5,600				
Item 14	04	12	xx55	1299	OTHER GRANTS & SUBSIDIES				130,251				
Item 15	04	13	xx55	1304	SUBSCRIPTION				1,890				
Item 16	04	13	xx55	1305	ASSOCIATION DUES				1,200				
SUBTOTAL OPERATING EXPENSES							-	-	1,209,952	-	-	-	-
TOTAL ESTIMATED EXPENDITURES							-	-	1,500,000	-	-	-	-
REVENUE													
General Funds									1,500,000				
Special Funds													
Federal Funds													
Reimbursable Funds													
TOTAL FUNDING REQUEST							0	0	1,500,000	0	0	0	0

SERVICES TO CHILDREN, YOUTH AND FAMILIES

Appendix K in the Governor's Allowance Book reports the budgeted costs for Services to Children, Youth, and Families. Instructions are outlined below to provide consistent guidelines for capturing and reporting these costs in a consistent manner.

Services to Children, Youth, and Families (Appendix K)

The attached report (CHILD) identifies the programs and sub-programs used to develop the FY 2007 Appendix K data. The report includes columns listing numbers from 1 to 7 that represent the results areas to be achieved by the funding. The numbers correlate to the results areas as follows:

1. Babies Born Healthy
2. Healthy Children
3. Children Entering School Ready to Learn
4. Children Successful in School
5. Children Completing School
6. Children Safe in Their Families and Communities
7. Stable and Economically Independent Families

The respective agencies are requested to use these programs/subprograms to budget for appropriate costs (FY 2006 actual, FY 2007 appropriation and FY 2008 request) for these services to Children, Youth, and Families in the FY 2008 budget. If a program is to be added, you will need to provide the following information:

- **Create a program and subprogram in HOBOS or electronic format to identify the costs for the new service.**
- **Identify the appropriate result areas to be achieved by the funding. You may identify more than one results area for the same program/sub-program with the exception of results area number 3, Children Entering School Ready to Learn. Funding must be identified separately for this results area.**
- **Notify your assigned budget analyst of the new subprogram.**
- **Please include a DA-2 form outlining the addition or deletion of any sub-programs impacting these services. Provide a brief explanation for the change. Include the form in the beginning of the program.**

HOBO ID	Subprogram Name	FY 2006	FY 2007	FY 2007	1	2	3	4	5	6	7
D14A14010000		1,339,350	-	-	X			X	X	X	X
D18A18010000		2,314,635	2,259,313	2,385,969	X			X	X	X	X
D25E03022BSL		16,988,136	19,220,000	17,866,704				X			
M00F0203E322	IMMUNIZATION	4,522,609	4,253,654	4,266,358			X				
M00F0302X201	MATERNAL AND PERINATAL HEALTH	3,129,300	3,330,097	5,336,129	X						
M00F0302X202	FAMILY PLANNING	11,985,091	12,178,754	12,190,625	X						
M00F0302X206	PREGNANCY RISK ASSESSMENT MONITORING	109,389	121,353	121,331	X						
M00F0302X210	GENERAL CHILD HEALTH PROGRAM	4,395,733	4,429,517	4,436,749		X					
M00F0302X212	MODEL PARENT-INFANT CENTER	810,397	810,397	810,397			X				
M00F0302X213	STATE SYSTEMS DEVELOPMENT INITIATIVE (SSDI)	80,906	79,501	80,355	X						
M00F0302X214	STATE EARLY CHILDHOOD COMPREHENSIVE SYSTEM	100,000	140,160	140,160		X					
M00F0302X217	ABSTINENCE EDUCATION	1,175,411	1,073,094	1,125,204	X						
M00F0302X220	CHILDREN'S MEDICAL SERVICES	531,019	424,021	424,021			X				
M00F0302X221	INFANTS AND TODDLERS PROGRAM	1,500,000	1,500,000	1,500,000		X					
M00F0302X230	GENETICS AND CHILDREN W/ SPECIAL HEALTH CARE N	4,048,248	4,122,040	4,139,585			X				
M00F0302X232	NEWBORN HEARING SCREENING	152,458	122,450	122,349		X					
M00F0302X267		-	-	3,000,000	X	X					
M00F0302X270	WIC SPECIAL SUPPLEMENTAL NUTRITION PROGRAM	64,309,423	62,810,023	62,836,470	X	X					
M00F0306X650	DENTAL HEALTH	1,235,986	1,243,078	1,245,845		X					
M00F0306X652		-	65,000	65,000		X					
M00F0306X662	KIDS IN SAFETY SEATS	134,148	127,894	128,913		X				X	
M00F0306X668	STATEWIDE YOUTH MOVEMENT AGAINST TOBACCO US	-	-	-		X					
M00F0401G505	HIV HEALTH SVCS-HRSA PEDIATRIC SVCS	985,787	1,010,876	1,011,756		X					
M00F0401G525	AIDS YOUTH INITIATIVE	365,401	337,309	338,356		X					
M00L0101M106	OFFICE OF CHILDREN AND ADOLESCENT SERVICES	853,295	906,326	954,086		X		X			
M00L0102M250	MARYLAND RESPITE FOR CHILDREN (FF)	-	-	-		X					
M00L0401MC40	RESIDENTIAL UNIT - ADOLESCENTS	1,056,724	1,092,006	1,124,625		X					
M00L0501MD01	GENERAL ADMINISTRATION	596,838	567,112	500,190		X		X	X		
M00L0501MD02	PERSONNEL SERVICES	121,863	133,913	137,617		X		X	X		
M00L0501MD03	FISCAL SERVICES	151,333	165,905	171,260		X		X	X		
M00L0501MD04	COMMUNICATION	59,995	61,876	61,876		X		X	X		
M00L0501MD05	PROCUREMENT SERVICES	51,727	46,606	48,320		X		X	X		
M00L0501MD06	VOLUNTEER SERVICES	43,338	46,554	48,246		X		X	X		
M00L0501MD08	DONATED FUND ACCOUNT	5,000	5,000	5,000		X		X	X		
M00L0501MD10	INFORMATION TECHNOLOGY	84,963	96,439	98,347		X		X	X		
M00L0501MD20	FOOD ADMINISTRATION AND PREPARATION	607,092	628,998	642,753		X		X	X		
M00L0501MD30	PLANT ADMINISTRATION AND MAINTENANCE	429,570	461,067	471,259		X		X	X		
M00L0501MD31	PLANT UTILITIES OPERATIONS	260,051	295,024	295,024		X		X	X		

HOBO ID	Subprogram Name	FY 2006	FY 2007	FY 2007	1	2	3	4	5	6	7
M00L0501MD32	GROUPS MAINTENANCE OPERATIONS	9,409	4,853	4,853	X			X	X		
M00L0501MD33	TRANSPORTATION SERVICES	18,352	22,961	22,961	X			X	X		
M00L0501MD34	PLANT PROTECTION	102,951	110,186	113,553	X			X	X		
M00L0501MD35	HOUSEKEEPING OPERATIONS	158,330	152,239	152,079	X			X	X		
M00L0501MD36	LAUNDRY AND LINEN OPERATIONS	46,334	51,306	51,306	X			X	X		
M00L0501MD40	RESIDENTIAL UNITS	2,648,294	2,621,258	2,692,428	X			X	X		
M00L0501MD41	EDUCATION SERVICES	3,512,331	2,174,812	2,201,702	X			X	X		
M00L0501MD42	CLINICAL SERVICES	1,216,525	1,077,010	1,101,473	X			X	X		
M00L0501MD68	HEALTH SUITE	193,942	175,511	179,455	X			X	X		
M00L0501MD70	PATIENT CARE SUPERVISION	524,060	606,837	621,010	X			X	X		
M00L0501MD71	ADMISSION PREADMISSION SERVICES	110,268	118,653	122,291	X			X	X		
M00L0501MD72	CENTRAL NURSING-HOSPITAL SUPP	285,326	304,347	312,180	X			X	X		
M00L0501MD73	INTENSIVE RESIDENTIAL-PATIENT CARE	152,311	170,309	175,601	X			X	X		
M00L0501MD74	EXTENDED DAY TREATMENT-PATIENT CARE	214,122	279,795	288,707	X			X	X		
M00L0501MD76	MEDICAL RECORDS	53,165	57,048	58,791	X			X	X		
M00L0501MD81	ACTIVITY THERAPY	139,290	300,483	309,486	X			X	X		
M00L0501MD91	DAY TREATMENT SERVICES	402,192	644,104	659,968	X			X	X		
M00L0901MH40	ADOLESCENT CARE	1,468,079	1,560,452	1,589,077	X						
M00L1101MK01	GENERAL ADMINISTRATION	607,434	655,677	815,105	X			X	X		
M00L1101MK02	PERSONNEL SERVICES	129,935	138,739	142,033	X			X	X		
M00L1101MK03	FISCAL SERVICES	209,377	215,308	221,766	X			X	X		
M00L1101MK04	COMMUNICATION	109,961	111,760	113,279	X			X	X		
M00L1101MK05	PROCUREMENT SERVICES	87,969	92,273	95,382	X			X	X		
M00L1101MK06	VOLUNTEER SERVICES	155,678	161,788	166,583	X			X	X		
M00L1101MK08	DONATED FUNDS ACCOUNT	8,380	14,729	14,729	X			X	X		
M00L1101MK11	EDUCATION AND TRAINING	66,668	73,053	74,743	X			X	X		
M00L1101MK13	PSYCHOLOGY INTERN PROGRAM	106,220	111,124	115,543	X			X	X		
M00L1101MK20	FOOD ADMINISTRATION AND PREPARATION	1,274,260	1,318,272	1,351,612	X			X	X		
M00L1101MK30	PLANT ADMINISTRATION AND MAINTENANCE	483,104	524,518	537,215	X			X	X		
M00L1101MK31	PLANT UTILITIES OPERATIONS	329,701	390,170	391,773	X			X	X		
M00L1101MK32	GROUPS MAINTENANCE OPERATIONS	60,888	64,079	65,608	X			X	X		
M00L1101MK33	TRANSPORTATION SERVICES	96,208	100,637	103,644	X			X	X		
M00L1101MK34	PLANT PROTECTION	114,161	115,900	115,900	X			X	X		
M00L1101MK35	HOUSEKEEPING OPERATIONS	479,690	508,295	526,290	X			X	X		
M00L1101MK36	LAUNDRY AND LINEN OPERATIONS	38,985	40,724	42,210	X			X	X		
M00L1101MK40	RESIDENTIAL UNITS	3,644,196	3,799,925	3,908,023	X			X	X		
M00L1101MK41	EDUCATION SERVICES	-	-	-	X			X	X		
M00L1101MK42	CLINICAL SERVICES	2,678,792	2,768,044	2,830,142	X			X	X		

HOB0 ID	Subprogram Name	FY 2006	FY 2007	FY 2007	1	2	3	4	5	6	7
M00L1101MK68	HEALTH SUITE	238,635	235,423	239,606	X			X	X		
M00L1101MK71	ADMISSION PREADMISSION SERVICES	47,058	49,296	50,877	X			X	X		
M00L1101MK76	MEDICAL RECORDS	53,788	54,631	56,198	X			X	X		
M00L1101MK81	ACTIVITY THERAPY	70,963	75,074	76,720	X			X	X		
M00L1101MK82	SPEECH HEARING SERVICES	38,111	40,154	41,657	X			X	X		
M00L1401MN01	GENERAL ADMINISTRATION	569,503	585,692	494,080	X			X	X		
M00L1401MN02	PERSONNEL SERVICES	62,500	61,477	62,496	X			X	X		
M00L1401MN03	FISCAL SERVICES	91,370	97,257	99,318	X			X	X		
M00L1401MN04	COMMUNICATION	83,895	62,566	62,566	X			X	X		
M00L1401MN05	PROCUREMENT SERVICES	43,128	44,894	45,932	X			X	X		
M00L1401MN08	DONATED FUNDS ACCOUNT	2,500	2,500	2,500	X			X	X		
M00L1401MN11	EDUCATION TRAINING PROGRAMS	61,969	60,846	61,860	X			X	X		
M00L1401MN17		-	-	-	X			X	X		
M00L1401MN20	DIETARY	322,941	341,310	345,490	X			X	X		
M00L1401MN30	PLANT ADMINISTRATION AND MAINTENANCE	350,642	297,301	300,427	X			X	X		
M00L1401MN31	PLANT UTILITIES OPERATIONS	162,565	216,035	216,035	X			X	X		
M00L1401MN33	TRANSPORTATION SERVICES	10,441	10,652	10,652	X			X	X		
M00L1401MN35	HOUSEKEEPING OPERATIONS	88,363	101,681	101,583	X			X	X		
M00L1401MN40	RESIDENTIAL UNITS	1,766,643	1,897,831	1,931,977	X			X	X		
M00L1401MN41	EDUCATIONAL SERVICES	-	-	-	X			X	X		
M00L1401MN42	CLINICAL SERVICES	1,363,385	1,423,230	1,440,658	X			X	X		
M00L1401MN68	HEALTH SUITE	478,598	506,798	511,587	X			X	X		
M00L1401MN71	ADMISSION PREADMISSION SERVICES	67,726	70,921	71,901	X			X	X		
M00L1401MN76	MEDICAL RECORDS	47,349	48,901	49,933	X			X	X		
M00L1401MN81	ACTIVITY THERAPY	88,830	91,627	93,716	X			X	X		
M00M0102P206	SUMMER PROGRAMS	317,743	317,743	317,743				X			
M00Q0102T216	MD CHILDREN'S HEALTH PROGRAM (MCHP)	273,496	216,467	218,306	X						
M00Q0103T337	SOBRA-WOMEN	247,229,559	282,578,947	272,152,684	X						
M00Q0103T338	PRE-NATAL ASSISTANCE PROGRAM	381,072,117	468,281,622	499,844,235		X					
M00Q0103T370	SUBSIDIZED ADOPTIONS	2,527,253	1,878,816	1,878,816		X					
M00Q0104T406	HEALTHY KIDS PROGRAM	575,199	532,961	534,728		X					
M00Q0104T411	OUTREACH CARE COORDINATION	3,435,849	1,753,331	1,730,725		X					
M00Q0104T412	CHILDREN'S SERVICES	1,108,832	945,731	952,048		X					
M00Q0104T413	NURSING SERVICES	585,737	636,915	640,637		X					
M00Q0107T701	MCHP PROVIDER REIMBURSEMENTS	131,751,438	151,164,026	151,164,026		X					
M00Q0107T702	MCHP FAMILY CONTRIBUTION EXPANSION	8,022,858	19,294,868	19,294,868		X					
M00Q0107T703	MCHP ADMINISTRATION	6,634,249	6,703,669	6,703,669		X					
N00B00042A00	EXECUTIVE DIRECTOR	3,189,842	3,141,482	3,375,293						X	

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N00B00042A25	OFFICE OF MANAGEMENT SERVICES	199,529	211,962	218,625						X	
N00B00042A26	BUDGET CENTRAL SERVICES	249,663	253,269	262,036						X	
N00B00042A29	GENERAL SERVICES	115,280	75,614	70,833						X	
N00B00042A51	OFFICE OF SPECIAL SERVICES	130,649	139,280	143,703						X	
N00B00042A52	PURCHASED TRAINING	2,535,171	2,539,470	2,541,684						X	
N00B00042A53	EVALUATION QUALITY ASSURANCE	80,142	66,576	69,261						X	
N00B00042A54	RESEARCH	374,472	385,499	398,700						X	
N00B00042A55	CONTRACTS AND PROCUREMENTS	238,039	186,442	192,902						X	
N00B00042A57	OFFICE AUTOMATION	7,109	6,191	6,191						X	
N00B00042A62	FIELD TRAINING INITIATIVE	2,876,461	2,432,755	2,432,755						X	
N00B00042A63	UMSSW IV-E FIELD ADMINISTRATIVE COSTS	-	443,706	443,706						X	
N00B00042B00	OFC OF CHILDREN FAMILY SERVICES	144,454	94,914	260,613							X
N00B00042B02	OFFICE OF WORK OPPORTUNITIES	2,776	2,832	2,832							X
N00B00042B09	OUT OF STATE CHILD PLACEMENTS	216,770	215,190	223,534							X
N00B00042B10	FOSTER CARE	1,181,702	1,297,698	1,368,677					X		
N00B00042B11	SPECIALIZED FC LICENSING	285,291	234,084	241,221					X		
N00B00042B13	LICENSING, CONTRACTS, MONITORING	350,590	417,847	431,825							X
N00B00042B15	SERVICES TO MEDICALLY FRAGILE CHILDREN	253,219	259,820	264,053							X
N00B00042B16	INDEPENDENT LIVING	288,129	319,097	382,199					X		
N00B00042B17	YOUTH DEVELOPMENT STATE COLLAB DEMO PROJECT	-	-	-							X
N00B00042B18	IV-E	557,021	-	-							X
N00B00042B30	ADOPTIONS	1,176,398	1,265,941	2,807,701					X		
N00B00042B35	ONE CHURCH ONE CHILD	25,126	18,533	18,533					X		
N00B00042B50	CHILD PROTECTIVE SERVICES	2,804,447	2,835,047	2,606,324							X
N00B00042B53	SUB ABUSE TREAT DEMO PROJ EVAL	135,958	144,790	149,264					X		
N00B00042B55	PS PURCHASED SERVICES	160,170	164,836	167,135					X		
N00B00042B57	IN-HOME FAMILY SERVICES-CPS	311,041	221,873	221,873					X		
N00B00042B66	CHILD ABUSE GRANT-PART I	410,198	530,452	530,452					X		
N00B00042B70	KINSHIP CARE/SEFC	3,457	23,948	23,948							X
N00B00042B80	FAMILY SERVICES	137,856	137,668	142,626					X		
N00B00042B90	FED FAM PRES SUPP GRT	5,013,214	4,956,591	7,508,617					X		
N00B00042C61	FAMILY SUPPORT CENTERS/POS	-	-	-			X				
N00B00042D75	CLIENT INFORMATION SYSTEM (CIS)	77,028	81,594	83,808						X	
N00C01043D00	LEGAL SERVICES PROGRAM MANAGEMENT	259,774	266,055	269,571						X	
N00C01043D01	LEGAL SERVICES-CONTRACTS FOR CHILDREN	12,228,814	12,228,814	12,228,814						X	
N00C01043D04	ATTORNEY FEES FOR GUARDIANS, ADOPTIONS, CHIL	413,478	413,478	413,478							X
N00C01073G05	EMERGENCY NEEDS	699,516	703,387	706,211			X				
N00C01073G06	RESPONSIBLE CHOICES PROGRAM	199,721	200,468	203,015			X				

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N00C01073G08	ACCESS AND VISISTATION PROGRAM	347,228	176,152	176,152			X				
N00C01113K21	CHILD FIRST AUTHORITY	476,748	476,748	476,748							X
N00D01014A00	CHILD CARE ADMINISTRATION	-	-	-			X				
N00D01014C00	LICENSING/REGISTRATION	-	-	-			X				
N00D01014C30	FAMILY DAY CARE DIRECT GRANT	-	-	-			X				
N00D01014C39	HEALTH SYSTEMS DEVELOPMENT IN CHILD CARE	-	-	-			X				
N00D01014C50	REGIONAL OPERATIONS	-	-	-			X				
N00D01014C90	OFFICE OF CREDENTIALLING	-	-	-			X				
N00D01014D00	ENFORCEMENT ACTIVITIES	-	-	-			X				
N00D01014E00	OFFICE OF PROGRAM DEVELOPMENT	-	-	-						X	
N00D01014E20	ST CC RESOURCE CTR NETWORK CONTRACT COSTS	-	-	-			X				
N00G00017A01	MEDICAL PAYMENTS	75,500	75,500	75,500							X
N00G00017A02	FOS PAR CHILDREN	1,306,798	979,584	979,584							X
N00G00017A03	SPECIAL NEEDS-FC	724,500	592,061	592,061							X
N00G00017A04	FLEX FUNDS	1,875,749	2,475,749	2,475,749							X
N00G00017A06	SUPER FLEX FUNDS	4,798,064	5,877,106	5,877,106							X
N00G00017A07	CPS/KINSHIP CARE-DAY CARE	-	-	3,132,000							X
N00G00017A08		-	-	2,527,800							X
N00G00017A09		-	-	3,000,000							X
N00G00017A10	MAINTENANCE PAYMENTS	297,482,184	296,920,795	326,714,737							X
N00G00017A11		-	-	700,000							X
N00G00037C00	ALLOCATED CHILD WELFARE SERVICES	2,402,292	3,099,949	4,542,710						X	
N00G00037C01	ALLEGANY	3,614,987	3,806,175	3,873,408						X	
N00G00037C02	ANNE ARUNDEL	9,443,598	9,434,128	9,630,329						X	
N00G00037C03	BALTIMORE COUNTY	10,630,230	11,524,638	11,761,942						X	
N00G00037C04	CALVERT	1,657,757	1,703,272	1,852,466						X	
N00G00037C05	CAROLINE	1,319,173	1,466,313	1,496,291						X	
N00G00037C06	CARROLL	2,573,689	2,918,619	2,973,373						X	
N00G00037C07	CECIL	3,408,113	3,515,430	3,589,341						X	
N00G00037C08	CHARLES	3,606,821	3,934,228	4,012,019						X	
N00G00037C09	DORCHESTER	1,588,308	1,567,900	1,598,818						X	
N00G00037C10	FREDERICK	4,031,217	4,342,418	4,439,853						X	
N00G00037C11	GARRETT	1,455,740	1,548,804	1,578,234						X	
N00G00037C12	HARFORD	4,251,615	4,393,009	4,483,730						X	
N00G00037C13	HOWARD	3,413,418	3,658,437	3,723,272						X	
N00G00037C14	KENT	767,894	695,723	709,036						X	
N00G00037C15	MONTGOMERY	8,342,899	8,787,180	8,787,180						X	
N00G00037C16	PRINCE GEORGE'S	12,540,752	13,369,412	13,655,268						X	

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N00G00037C17	QUEEN ANNE'S	1,270,525	1,287,981	1,308,315						X	
N00G00037C18	ST. MARY'S	2,247,110	2,528,821	2,577,495						X	
N00G00037C19	SOMERSET	1,410,618	1,541,276	1,574,486						X	
N00G00037C20	TALBOT	1,447,047	1,502,452	1,529,732						X	
N00G00037C21	WASHINGTON	5,032,144	5,426,281	5,534,664						X	
N00G00037C22	WICOMICO	2,481,678	2,656,946	2,713,774						X	
N00G00037C23	WORCESTER	1,682,385	1,823,839	1,857,502						X	
N00G00037C24	BALTIMORE CITY	66,112,657	71,303,343	73,265,088						X	
N00G00037C27	FAMILY PRESERVATION - NON-ALLOCATED	2,866,753	4,590,606	4,628,020							X
N00G00037C32	INDEPENDENT LIVING	911,583	1,792,716	1,802,922							X
N00G00037C33	FAMILY REUNIFICATION	133	153	153							X
N00G00037C34	ASFA SUPPORTIVE SERVICES LOCAL	-	5,296	5,296						X	
N00G00037C39	BACKGROUND CHECKS-CAREGIVERS-SEFC-(NEW)	4,692	4,910	4,910							X
N00G00037C42	FOSTER CARE SERVICES-100 LF	3,278	19,698	19,679							X
N00G00037C45		-	30,000	30,000							X
N00G00037C50	MARYLAND STATE ARCHIEVES	-	1,200	1,200						X	
N00G00037C52	COLLEGE STUDENT/WORKER PROJECT - NON-ALLOC	261	20	20						X	
N00G00037C60	OCYF GRANTS	2,571,594	2,752,863	2,790,730			X				
N00G00037C67	CECIL CO LOCAL ONLY-CWS	-	-	-						X	
N00G00037C74	KENT CO. YOUNG FATHERS/MEDIATION	51,485	55,095	56,399						X	
N00G00037C75	ADOPTION SEARCH, CONTACT AND REUNION (ASCR)	-	2,749	2,749						X	
N00G00037C78	QUEEN ANNE'S CO. VISITATION MEDIATION PRGM	100,524	107,591	110,177						X	
N00G00037C80		80,723	93,388	91,761		X					
N00G00037C89	CW LOCAL/FEDERAL	510,870	514,336	525,773						X	
N00G00037C90	ALLOCATED CHILD WELFARE SERVICES	105,527	205,823	208,452							X
N00G00037C96	SEFC-25 LAG EMOT/PHYS DEVEL	25,734	28,127	466							X
N00G00037C99	BALTIMORE CITY LEAD TESTING PROJECT	120,000	120,000	120,000		X					
N00G00087H99	PA PAYMENTS	160,284,644	158,939,042	148,254,063							X
N00G00097I95	CCDF CHILD CARE	103,064,217	106,920,029	106,920,029							X
N00G00097I99	LOCAL DAY CARE SUBSIDIES	-	-	-							X
R00A0110J1XX		982,633	802,154	772,646			X				
R00A0110J3XX		498,994	604,679	621,321			X				
R00A0110J5XX		6,808,562	7,721,221	7,732,053			X				
R00A0110J6XX		1,100,997	1,179,120	1,190,205			X				
R00A0110J7XX		10,616,343	11,044,881	11,344,794			X				
R00A0113M4XX	MD INFANTS AND TODDLERS AND PRE-SCHOOL SERVIC	1,421,386	1,710,661	1,733,467			X				
R00A0115O6XX	CHARLES H. HICKEY, JR. SCHOOL	5,196,806	5,284,063	5,331,618					X	X	X
R00A0119S0XX	IMMEDIATE OFFICE OF THE ASSISTANT STATE SUPERIN	6,717,928	6,717,928	7,717,928		X	X	X	X		

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R00A02010100		#####	2,578,168,032	2,493,207,814				X			
R00A02020200		600,353,836	743,858,332	726,418,630				X	X		
R00A02020201		16,854,787	19,262,500	19,262,500			X				
R00A02030300		415,289,844	427,748,539	455,318,501				X	X		
R00A02040400		18,898,514	18,897,143	18,897,143	X			X	X	X	
R00A02050500		7,675,000	8,075,000	8,075,000				X			
R00A02070700		298,752,906	357,617,087	353,508,335				X	X	X	
R00A02070701	INFANTS AND TODDLERS	5,199,999	5,199,999	5,199,999			X				
R00A02080800		271,400,000	271,050,000	271,050,000						X	
R00A02080801	PRESCHOOL SPECIAL EDUCATION	6,886,000	7,010,000	7,010,000			X				
R00A02080802	INFANTS AND TODDLERS	7,602,000	6,700,000	6,700,000			X				
R00A02090900		1,074,829	1,499,829	1,499,829				X	X		
R00A02101000		251,000	251,000	1,751,000				X			
R00A02101063		-	-	-				X	X		
R00A02111100		-	-	-	X						
R00A02121200		177,278,150	184,536,836	184,536,836	X			X			
R00A02121201	EVEN START	2,787,015	2,584,800	2,584,800			X				
R00A02121202	EAST COAST MIGRANT HEAD START	475,165	500,000	500,000			X				
R00A02131300		21,967,648	16,820,062	19,695,268				X	X		
R00A02131388	HEALTHY FAMILIES/HOME VISITING	-	-	4,590,343			X				
R00A02141400		10,882,240	11,482,438	12,982,438	X			X	X		
R00A02151500		5,989,258	7,841,801	7,841,801				X	X		
R00A02181800		16,298,663	16,098,549	16,098,549				X	X		
R00A02202000		14,093,016	-	-				X	X		
R00A02242400		67,782,664	92,935,715	88,833,960				X	X		X
R00A02252500		38,743,204	59,251,426	60,507,654				X			
R00A02272700		160,948,086	162,695,651	163,899,651				X	X		
R00A02313100		30,068,909	32,766,389	33,118,646				X	X		
R00A02323200		14,183,091	15,219,970	15,219,970				X	X		
R00A02393900		187,123,730	200,484,918	202,079,378				X	X		
R00A02525200		2,113,461	2,108,871	4,108,871				X			
R00A02535300		8,528,977	6,093,177	6,093,177				X	X		
R00A02545400		14,279,600	15,664,274	15,664,274							X
R00A02555500		46,847,828	46,665,740	47,165,740	X			X	X		
R00A02565600		-	-	-				X	X		
R00A02575701	JUDY HOYER CENTERS	10,575,000	10,575,000	10,575,000			X				
R00A02585800		3,000,000	3,000,000	3,000,000			X				
R00A03019101		15,427,759	16,316,184	16,430,057	X			X	X		

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R00A03029102		557,999	557,999	707,999				X	X		
R00A03039103		4,486,432	4,486,432	6,589,432				X	X		
R00A03049104		2,910,000	-	3,910,000				X	X		
R00A03059105		-	-	-				X	X		
R00A04019502	HEALTH FAMILIES/HOME VISITING	4,590,343	4,590,343	-		X					
R00A0401956F	LOCAL MANAGEMENT BOARD ADMINISTRATION	-	-	8,330,369				X	X		
R00A04019588	BASE-COMMUNITY PARTNERSHIP	-	-	5,409,507				X	X		
R00A04019592	OTHER-SUBCABINET	-	-	693,530				X	X		
R00A04019593	EARLY INTERVENTION AND PREVENTION	-	-	13,756,945				X	X		
R00A04019594	COMMUNITY SERVICES INITIATIVE	-	-	8,558,842				X	X		
R00A04019595	JUVENILE DELINQUENCY PREVENTION DIVERSION	-	-	4,272,969				X	X		
R00A04019596	WRAPAROUND MD	-	-	3,000,000				X	X		
R00A04019597	RESOURCE DEPARTMENT	-	-	1,500,000				X	X		
R00A04019598	SINGLE POINT OF ENTRY STATE COORDINATOR	-	-	269,456				X	X		
R00A04019599		55,395,875	55,465,272	-				X	X		
R00A04019600	SINGLE POINT OF ACCESS	-	-	1,485,000				X	X		
R00A04019601	FAMILY NAVIGATOR NETWORK	-	-	315,000				X	X		
R00A04019602	LCC/SPE LOCAL STAFF	-	-	1,980,000				X	X		
R99E01001100	GENERAL ADMINISTRATION	2,108,811	2,123,408	2,219,211				X	X		
R99E01001200	INSTRUCTION	10,535,292	10,645,979	10,737,443				X	X		
R99E01001300	DIETARY SERVICES	586,884	602,821	615,144				X	X		
R99E01001400	PLANT OPERATION AND MAINTENANCE	2,119,398	2,222,818	2,248,254				X	X		
R99E01001500		547,931	591,612	597,484			X				
R99E01001600	ENHANCED PROGRAM	927,340	1,019,155	1,030,100				X	X		
R99E01001800		450,787	893,270	898,455				X	X		
R99E02002100	GENERAL ADMINISTRATION	152,766	171,925	319,246					X	X	X
R99E02002200	INSTRUCTION	4,939,870	5,221,536	5,254,241					X	X	X
R99E02002300	DIETARY SERVICES	299,920	303,403	308,718					X	X	X
R99E02002400	PLANT OPERATION AND MAINTENANCE	1,279,311	1,393,870	1,226,699					X	X	X
R99E02002500		750,130	803,921	806,671			X				
R99E02002600	ENHANCED PROGRAM	1,207,297	1,330,502	1,336,384					X	X	X
R99E02002800		186,216	203,800	127,414					X	X	X
V00D01011111	EXECUTIVE DIRECTION	554,197	1,695,277	1,724,362					X	X	X
V00D01011117	OFFICE OF THE PRINCIPAL COUNSEL	640,100	663,308	690,360					X	X	X
V00D01011118	SPECIAL FUND ACCOUNT	6,000	6,000	6,000					X	X	X
V00D01011119	SAIL PROGRAM VICTOR CULLEN AFTERCARE	-	-	-					X	X	X
V00D02011202	EXECUTIVE DIRECTION	1,040,545	749,942	744,149						X	
V00D02011211	PERSONNEL SERVICES	1,575,901	1,886,200	1,961,687					X	X	

HOBO ID	Subprogram Name	FY 2006	FY 2007	FY 2007	1	2	3	4	5	6	7
V00D02011213	FAIR PRACTICES	154,505	195,830	206,540					X	X	X
V00D02011215	COMMUNITY AFFAIRS	280,966	449,077	474,388					X	X	X
V00D02011217	INFORMATION	267,367	166,248	173,743					X	X	X
V00D02011222	CAPITAL PLANNING AND FACILITIES MAINTENANCE	5,036,579	5,001,626	6,086,782						X	
V00D02011250	BUDGET FINANCE	2,296,393	2,140,370	2,125,043					X	X	
V00D02011260	PROCUREMENT	372,251	448,327	475,206					X	X	
V00D02011262	PROGRAM DEVELOPMENT	402,136	328,957	348,047					X	X	
V00D02011264	RESEARCH PLANNING	297,952	384,327	402,490					X	X	
V00D02011266	POLICY	178,558	315,811	334,265					X	X	
V00D02011268	INTERGOVERNMENTAL COLLABORATIONS	133,659	143,730	151,783					X	X	
V00D02011270	PROFESSIONAL RESPONSIBILITY AND ACCOUNTABILITY	2,239,113	2,600,125	2,596,853					X	X	
V00D02011280	INFORMATION TECHNOLOGY	5,969,715	6,512,686	11,898,439					X	X	
V00D02011290	PROFESSIONAL DEVELOPMENT AND TRAINING	889,345	968,263	997,730						X	
V00E01015002	OFFICE OF DEPUTY SECRETARY-OPERATIONS	2,239,428	364,147	383,363					X	X	
V00E01015004	EXECUTIVE DIRECTION	561,035	878,287	1,007,948					X	X	
V00E01015012	TRANSPORTATION	1,456,395	1,803,500	1,864,727						X	
V00E01015020	EDUCATION SERVICES	4,949,627	4,641,303	4,584,814					X	X	
V00E01026120	HURLOCK	419	-	-	X			X	X	X	X
V00E01026125	MT. CLARE HOUSE	1,024,785	1,024,785	1,024,785	X			X	X	X	X
V00E01026130	INDEPENDENT LIVING	5,000	-	-	X			X	X	X	X
V00E01026135	STRUCTURED SHELTER CARE	952,057	950,403	950,403	X			X	X	X	X
V00E01026140		-	-	3,000,000	X			X	X	X	X
V00E01036205	JUSTICE CENTER ADMINISTRATION	3,259,822	2,065,233	2,114,687						X	X
V00E01036210	DETENTION ADMINISTRATION	378,439	1,202,767	1,209,274					X	X	
V00E01036218	SPECIAL FUND ACCOUNT	20,000	20,000	20,000						X	X
V00E01036260	DETAINED-RESIDENTIAL SERVICES	5,961,319	6,998,545	7,397,096						X	X
V00E01046310	GENERAL ADMINISTRATION	126,162	143,762	154,201	X					X	X
V00E01046318	SPECIAL FUND ACCOUNT	3,000	3,000	3,000	X					X	X
V00E01046370	COMMITTED-RESIDENTIAL SERVICES	691,669	627,973	646,616	X					X	X
V00E01056410	GENERAL ADMINISTRATION	188,567	293,101	303,153						X	X
V00E01056418	SPECIAL FUND ACCOUNT	5,000	5,000	5,000						X	X
V00E01056450	SHELTER CARE-RESIDENTIAL SERVICES	1,588,077	1,545,281	1,575,462						X	X
V00E01056455	SHELTER CARE (YOUNG STUDENTS)	-	-	-						X	X
V00E01096810	GENERAL ADMINISTRATION	155,100	163,464	179,954						X	X
V00E01096818	SPECIAL FUND ACCOUNT	8,000	8,000	8,000						X	X
V00E01096860	DETAINED-RESIDENTIAL SERVICES	811,817	945,186	876,407						X	X
V00E01106910	GENERAL ADMINISTRATION	298,795	266,962	279,472						X	X
V00E01106918	SPECIAL FUND ACCOUNT	1,000	1,000	1,000						X	X

HOBO ID	Subprogram Name	FY 2006	FY 2007	FY 2007	1	2	3	4	5	6	7
V00E01106960	DETAINED-RESIDENTIAL SERVICES	1,574,435	1,486,906	1,552,667						X	X
V00E01117014	GENERAL ADMINISTRATION	1,039,313	857,138	969,140						X	X
V00E01117018		75,000	75,000	75,000						X	X
V00E01117050	SHELTER CARE-RESIDENTIAL SERVICES	425,759	408,269	400,625						X	X
V00E01117060	DETAINED-RESIDENTIAL SERVICES	4,748,019	4,607,038	5,242,313						X	X
V00E01127110	GENERAL ADMINISTRATION	708,902	585,748	719,679						X	X
V00E01127118	SPECIAL FUND ACCOUNT	15,250	15,000	15,000						X	X
V00E01127160	DETAINED-RESIDENTIAL SERVICES	2,644,174	2,804,593	2,850,810						X	X
V00E01127170	COMMITTED-RESIDENTIAL SERVICES	132,218	3,324	1,738						X	X
V00E01137210	GENERAL ADMINISTRATION	1,192,576	1,290,397	1,405,880						X	X
V00E01137212	MAINTENANCE	984,609	782,550	610,071						X	X
V00E01137213	HEALTH	300	-	-						X	X
V00E01137214	EDUCATION	-	1,025,766	1,025,679						X	X
V00E01137216	DIETARY	2,947,905	662,991	668,436						X	X
V00E01137217		1,136,560	1,092,000	1,092,000						X	X
V00E01137218	SPECIAL FUND	5,000	5,000	5,000						X	X
V00E01137240		1,706,576	49,288	26,448						X	X
V00E01137260	DETAINED	2,366,143	5,187,118	5,479,440						X	X
V00E01137270	COMMITTED	2,729,098	2,507	957						X	X
V00E02011290		-	70,571	70,571						X	
V00E02012204	EXECUTIVE DIRECTION	-	21,895	21,895		X					
V00E0201222A	AREA 1 EVALUATIONS	210,909	210,910	210,910		X					X
V00E0201222B	AREA 2 EVALUATIONS	127,684	127,684	209,845		X					X
V00E0201222D	AREA 4 EVALUATIONS	87,454	87,454	582,842		X					X
V00E0201222E	AREA 5 EVALUATIONS	201,842	201,841	975,099		X					X
V00E02012230	SOMATIC HEALTH SERVICES	4,420,521	5,120,308	5,250,917		X					
V00E02012250	OFFICE OF DIETARY SERVICES	3,142,133	3,624,748	3,678,560		X					
V00E02012270	BEHAVIOR HEALTH SERVICES	3,875,539	3,695,869	5,672,666		X					X
V00E0201231H	BEHAVIOR HEALTH - SUBSTANCE ABUSE	1,050,827	885,948	738,288		X					X
V00E0201233H	DRUG COURTS	2,028,070	2,181,918	2,195,135		X					X
V00E03014000	EXECUTIVE DIRECTION	1,382,164	1,526,483	1,505,219						X	X
V00E03014034	INTENSIVE AFTERCARE	-	-	-						X	X
V00E03014110	AREA I-COMMUNITY JUSTICE SUPERVISION	12,812,085	11,980,987	12,529,181						X	X
V00E03014113		546,757	648,388	674,881						X	X
V00E03014210	AREA II-COMMUNITY JUSTICE SUPERVISION	8,620,767	6,954,108	7,253,420						X	X
V00E03014410	AREA IV-COMMUNITY JUSTICE SUPERVISION	4,754,376	4,784,772	5,052,013						X	X
V00E03014510	AREA V-COMMUNITY JUSTICE SUPERVISION	10,915,993	11,357,174	11,984,690						X	X
V00E03014513		322,680	315,745	328,431						X	X

HOBO ID	Subprogram Name	FY 2006	FY 2007	FY 2007	1	2	3	4	5	6	7
V00E03014610	COMMUNITY DETENTION	4,334,551	4,378,829	4,495,575						X	
V00E03014710	FOSTER GRANDPARENT PROGRAM	412,137	469,376	446,761							X
V00E0301919A	NON-RESIDENTIAL PURCHASE OF CARE-AREA I	3,110,770	2,443,471	2,443,471	X			X	X	X	X
V00E0301919B	NON-RESIDENTIAL PURCHASE OF CARE-AREA II	876,425	970,050	1,048,050	X			X	X	X	X
V00E0301919D	NON-RESIDENTIAL PURCHASE OF CARE-AREA IV	167,495	116,625	116,625	X			X	X	X	X
V00E0301919E	NON-RESIDENTIAL PURCHASE OF CARE-AREA V	2,256,057	2,164,999	2,383,999	X			X	X	X	X
V00E03019393	FOSTER CARE	39,824	39,824	39,824	X					X	X
V00E0301947A	NON-RESIDENTIAL-PER DIEMS AREA I	700,000	700,000	700,000	X			X	X	X	X
V00E0301947B	NON-RESIDENTIAL-PER DIEMS AREA II	354,400	354,400	354,400	X			X	X	X	X
V00E0301947D	NON-RESIDENTIAL-PER DIEMS AREA IV	350,000	350,000	350,000	X			X	X	X	X
V00E0301947E	NON-RESIDENTIAL-PER DIEMS AREA V	700,000	700,000	700,000	X			X	X	X	X
V00E0301948A	EXPANDING COMMUNITY CAPACITY AREA 1	345,600	700,000	700,000				X	X	X	X
V00E0301948B	EXPANDING COMMUNITY CAPACITY AREA 2	864,000	354,400	354,400				X	X	X	X
V00E0301948D	EXPANDING COMMUNITY CAPACITY AREA 4	691,200	350,000	350,000				X	X	X	X
V00E0301948E	EXPANDING COMMUNITY CAPACITY AREA 5	633,600	700,000	700,000				X	X	X	X
V00E0301949A	RESIDENTIAL-PER DIEMS AREA I	5,164,908	5,426,993	8,632,000	X			X	X	X	X
V00E0301949B	RESIDENTIAL-PER DIEMS AREA II	3,126,826	3,763,191	5,821,000	X			X	X	X	X
V00E0301949D	RESIDENTIAL-PER DIEMS AREA IV	2,141,634	3,091,192	4,522,000	X			X	X	X	X
V00E0301949E	RESIDENTIAL-PER DIEMS AREA V	4,942,841	6,117,388	9,272,000	X			X	X	X	X
V00F0301C100	REGION 3 PROGRAM DIRECTION	421,768	424,932	448,995					X	X	
V00F0301C110	REGION 3 ADMINISTRATIVE SUPPORT	272,670	270,984	287,493					X	X	
V00F0301C112	REGION 3 FACILITY MAINTENANCE	1,194,622	1,470,864	1,623,800						X	X
V00F0301C118		65,000	65,000	65,000						X	X
V00F0302C202	REGION 3 PER-DIEMS	4,676,691	5,790,424	8,850,000	X			X	X	X	X
V00F0302C203	REGION 3 FOSTER CARE	119,472	119,472	119,472	X					X	X
V00F0302C204	O'FARRELL YOUTH CENTER	2,974,508	2,974,508	3,047,558	X			X	X	X	X
V00F0302C206	REGION 3 STRUCTURED SHELTER CARE	985,367	985,367	985,367						X	X
V00F0302C209	VICTOR CULLEN ACADEMY	268,599	271,328	307,472						X	X
V00F0303C300	COMMUNITY PROGRAMS DIRECTION	136,663	79,669	100,424					X	X	
V00F0303C360	REGION 3 CASE MANAGEMENT	6,388,902	8,325,831	8,713,599				X	X	X	X
V00F0303C370	REGION 3 BEHAVIORAL HEALTH	529,056	529,056	529,056	X						X
V00F0303C375	REGION 3 EVALUATIONS	190,973	190,973	940,166	X						X
V00F0303C380	REGION 3 NON-RESIDENTIAL POC	828,995	828,995	1,093,995						X	X
V00F0303C385	REGION 3 EXPANDING COMMUNITY CAPACITY	296,800	296,800	296,800				X	X	X	X
V00F0303C390		1,230,400	1,230,400	1,230,400					X	X	
V00F0304C410	GREEN RIDGE RYC ADMINISTRATION	156,392	172,401	189,842					X	X	
V00F0304C414		-	-	-	X						X
V00F0304C415	GREEN RIDGE RYC DIRECT CARE	1,255,862	1,265,688	1,332,279					X	X	

HOBO ID	Subprogram Name	FY 2006	FY 2007	FY 2007	1	2	3	4	5	6	7
V00F0304C416		198,027	199,373	204,074	X						X
V00F0305C510	WMCC ADMINISTRATION	360,848	210,209	235,509					X	X	
V00F0305C514		395,105	427,399	440,467	X						X
V00F0305C515	WMCC DIRECT CARE	1,584,535	1,554,651	1,646,560					X	X	
V00F0305C516		301,583	262,029	272,157	X						X
V00F0306C610	YOUTH CENTERS HQ ADMINISTRATION	715,125	747,493	939,400					X	X	
V00F0306C614		907,920	1,000,000	1,118,000	X						X
V00F0306C616		949,951	935,292	962,405	X						X
V00F0306C645	SAVAGE MOUNTAIN YOUTH CENTER DIRECT CARE	1,293,210	1,411,131	1,484,889				X	X	X	X
V00F0306C655	MEADOW MOUNTAIN YOUTH CENTER DIRECT CARE	1,013,325	1,149,253	1,214,825				X	X	X	X
V00F0306C665	BACKBONE MOUNTAIN YOUTH CENTER DIRECT CARE	1,274,322	1,339,025	1,414,731				X	X	X	X
V00F0307C710	NOYES CENTER ADMINISTRATION	374,777	342,333	364,533					X	X	
V00F0307C714		518,112	499,996	505,173	X						X
V00F0307C715	NOYES DIRECT CARE	2,360,181	2,747,995	2,662,298					X	X	
V00F0307C716		605,000	605,000	605,000	X						X
V00F0309C913	EDUCATION	2,370,730	2,272,499	2,291,756				X	X		
V00F0309C915		779,705	730,879	756,582					X	X	
V00F0309C917	FACILITY BEHAVIORAL HEALTH	1,017,259	947,378	955,424	X						X

MAJOR PROGRAMS FOR THE AGED

Major Programs for the Aged are found in Appendix N of Governor's Operating Budget Book. Estimated spending in both discrete projects and programmatic spending is reported for three fiscal years (actual, appropriation, and allowance). The following instructions are provided for reporting agency spending and percentage allocations within the FY 2008 budget request:

Reporting Requirements

Agencies that have spending for Major Publicly Funded Programs for the Aged must include a DA-2 form or an agency form approved by DBM that outlines the following information:

1. The appropriate 8-digit appropriation program and/or 4-digit subprogram in which spending will be included for the elderly. Please include the name of the program and/or sub-program, the appropriate activity category and type of service provided.
2. The total amount of spending for the FY 2006 actual, FY 2007 appropriation, and FY 2008 request at the reporting level as outlined in item 1.
3. In the event that only a portion of the total program is allocated to services provided to the elderly, the agency should include the percentage allocation along with a brief explanation of the assumption for using that particular percentage.
4. The form should be summarized by total for the department and should be included along with the departmental summary pages in the beginning of the budget request.

The estimates should not be developed by applying statistical measures to gross program costs, and should not include indirect costs associated with the administration of programs.

The scheduled reporting agencies include the Department of Aging, Department of Human Resources, the Department of Health and Mental Hygiene, the Department of Transportation, and the Department of Assessments and Taxation. In the event that your agency allocates funds to activities that have been defined as services to the elderly and is not listed, please include the data in the recommended format with your FY 2008 budget request.

Outlined below are various activities defined as services to the elderly and should be included on the form:

- Institutional Care
 - In-Patient Comprehensive Care
 - Long Term Care
 - Chronic Care Facilities
 - State Psychiatric Centers
- In-Home Services
 - In-Home Aid Services

- Social Services to the Aged
- Home Delivered Meals
- Personal Care
- GAP Filling Services
- Community Based Services
 - Medicaid Waiver Administration
 - Day Care
 - Congregate Meals
 - Transportation
 - Senior Employment
 - Area Agency Programs
 - Protective Services
- Assisted Housing Arrangements
 - Project Home
 - Sheltered Housing
 - Domiciliary Care
- Screening/Evaluation/Referral
 - Coordinated Screening Point
 - Statewide Evaluation & Planning Services Program (STEP)
 - Pre-Admission Screening and Residential Review (PASRR)
- Other Benefit Programs
 - Circuit Breaker Program
 - Renters' Tax Credit
 - Medicaid Program
 - Pharmacy Assistance
 - Food Stamps
 - Energy Assistance
 - Universal Service Benefit Program
 - Medicare-Part B Reimbursement

Please note that the DBM will update the data, with the respective agencies' assistance, in December to develop the FY 2008 Allowance. If you need additional guidance, contact your assigned budget analyst to determine the best method to meet this reporting requirement.

APPENDIX N

MAJOR PUBLICLY FUNDED PROGRAMS FOR THE AGED ADMINISTERED BY THE STATE OF MARYLAND

The figures below represent reasonable estimates of the dollar value of services provided to the elderly. They were not developed by applying statistical measures to gross program costs, and do not include indirect costs associated with the administration of programs. Changes will be necessary as statistical and cost allocation methods improve.

	2005 Actual	2006 Appropriation	2007 Allowance	Percent Over/Under 2006
Institutional Care:				
In-Patient Comprehensive Care	66,383,636	82,528,900	85,719,117	
Long Term Care	660,663,044	736,379,248	750,626,926	
Chronic Care Facilities	22,063,142	22,200,030	24,107,520	
State Psychiatric Centers	18,276,478	18,624,012	20,004,685	
Subtotal	<u>767,386,300</u>	<u>859,732,190</u>	<u>880,458,248</u>	2.41%
In-Home Aid Services:				
In-Home Aid Services	10,496,489	11,285,511	11,896,114	
Social Services to the Aged	6,439,894	6,983,719	7,368,850	
Home Delivered Meals	7,453,171	7,505,211	7,648,817	
Personal Care	9,868,543	11,208,659	13,397,931	
GAP Filling Services	8,929,224	8,867,037	9,675,340	
Subtotal	<u>43,187,321</u>	<u>45,850,137</u>	<u>49,987,053</u>	9.02%
Community Based Services:				
Medicaid Waiver Administration	5,149,787	5,681,054	5,081,054	
Day Care	29,582,215	31,535,978	30,545,940	
Congregate Meals	4,318,789	4,332,256	4,564,060	
Transportation	9,433,480	9,933,009	10,461,771	
Senior Employment	1,188,298	1,210,414	1,202,943	
Area Agency Programs	10,218,319	10,068,274	10,694,219	
Protective Services	7,319,085	7,693,225	7,968,447	
Subtotal	<u>67,209,972</u>	<u>70,454,211</u>	<u>70,518,433</u>	0.09%
Assisted Housing Arrangements:				
Project Home	1,009,591	1,087,386	1,144,194	
Sheltered Housing	4,031,735	3,682,006	5,132,006	
Domiciliary/Respite Care	<u>3,678,622</u>	<u>3,652,104</u>	<u>3,662,342</u>	
Subtotal	<u>8,719,948</u>	<u>8,421,496</u>	<u>9,938,542</u>	18.01%
Screening/Evaluation/Referral:				
Coordinated Screening Point	831,647	810,072	810,072	
Statewide Evaluation & Planning				
Services Program (STEPS)	4,126,875	4,451,252	4,126,834	
Pre-Admission Screening and				
Residential Review (PASRR)	<u>236,419</u>	<u>261,308</u>	<u>236,417</u>	
Subtotal	<u>5,194,941</u>	<u>5,522,632</u>	<u>5,173,323</u>	-6.33%
Other Benefit Programs:				
Circuit Breaker Program and				
Renters' Tax Credit	34,101,650	33,482,000	44,028,000	
Medicaid Program	144,534,297	167,221,482	176,282,149	
Pharmacy Assistance	171,344,678	147,489,206	104,688,287	
Food Stamps	22,095,862	20,319,812	22,427,300	
Energy Assistance	10,234,541	10,922,061	11,274,266	
Universal Service Benefit Program	9,788,586	9,533,802	9,550,983	
Medicare - Part B Reimbursement	<u>100,057,030</u>	<u>100,561,796</u>	<u>135,883,055</u>	
Subtotal	<u>492,156,644</u>	<u>489,530,159</u>	<u>504,134,040</u>	2.98%
Total	<u>1,383,855,127</u>	<u>1,479,510,824</u>	<u>1,520,209,639</u>	2.75%

Notes:

Circuit Breaker Program includes \$10 million in FY2007 pending enactment of legislation.
Nursing Home costs covered by the Medicaid Program are included in Long Term Care category.
Long Term Care expenditures are only counted within Institutional Care.
Visitation Services costs are included in Domiciliary/Respite Care category.
Changes in pharmacy costs are due to federal launch of Medicare Part D.

Department of Health and Mental Hygiene
(State Agency or Group)

Medical Care Programs Administration
(Institution or Unit)

Department Summary of Programs
(Program No. and Title)

CONSOLIDATED AGING BUDGET										
Program/ Subprogram	Program Name	FY 2006 Actual	% of Pgm/ Sub	FY 2007 Appropriation	% of Pgm/ Sub	FY 2008 Request	% of Pgm/ Sub	FY 2008 Allowance	% of Pgm/ Sub	Type of Service
<u>INSTITUTIONAL CARE</u>										
MOO T314	DIVISION OF xxxxxx SUB-PROGRAM name	7,111,622 68,888,888 7,777,777	100	3,245,738 66,666,666 7,777,777	100	5,310,623 66,666,666 7,777,777	100			COMPREHENSIVE CARE CHRONIC CARE FACILITIES STATE PYSCHIATRIC CENTERS
	SUB-TOTAL	83,778,287		77,690,181		79,755,066				
<u>OTHER BENEFIT PROGRAMS</u>										
MOO T314	DIVISION OF xxxxxx SUB-PROGRAM name	67,111,622	100	73,245,738	100	85,310,623	100			MEDICARE PART B REIMBURSEMENTS
<u>COMMUNITY BASED SERVICES</u>										
M00 T326	DIVISION OF xxxxxx SUB-PROGRAM name	5,557,572	31.2	6,128,081	31.2	5,792,100	31.2			TRANSPORTATION
<u>SCREENING/EVALUATION/REFERRAL</u>										
MOO T345	DIVISION OF xxxxxx SUB-PROGRAM name	3,574,790	100.0	3,339,600	100	4,107,115	100			STATEWIDE EVALUATION & SERVICES PROGRAM
<u>IN-HOME SERVICES</u>										
MOO T319	DIVISION OF Elderly Program	1,211,584	10.0	1,287,885	10.0 #	1,248,323	10.0			PERSONAL CARE
	TOTAL	161,233,855		161,691,485		176,213,227				

PAYGO CAPITAL PROJECTS

A Paygo capital project is funded by either General, Special, or Federal Funds or a combination of funds. The portion of the project funded through General Obligation Bonds is **NOT** to be included in the FY 2008 budget request.

Subprogram Reporting

The FY 2007 Budget Bill (Section 23) requires that when multiple Paygo capital projects are budgeted in the same **non-transportation** program, each project is to be budgeted in a separate subprogram under the following conditions:

- More than one Paygo capital project is included in the same eight-digit program in the FY 2008 budget (including projects that may be added in the FY 2008 Allowance).
- Funding is provided for two or more Paygo capital projects within the same non-transportation capital program in any of the reporting years (FY 2006 actual, FY 2007 appropriation, FY 2008 request, FY 2008 allowance). If a project spans more than one reporting year, the same subprogram should be used for comparison purposes.

The budget detail for FY 2006 and FY 2007 shall be organized in the same fashion to allow comparison between years. To the extent possible, subprograms for projects spanning multiple years shall be retained to preserve funding history.

Agencies should work with their Budget Analyst to identify subprograms for **new Paygo capital projects** to be added in FY 2008. The following programs had more than one project in FY 2007 and/or prior year budgets, and meet the Section 23 reporting requirement:

<u>Department</u>	<u>Sub Program</u>
Board of Public Works	D06E0201 D06E0202
Department of Natural Resources	K00A0510 K00A0511 K00A1709
Department of Housing and Community Development	S00A2402 S00A2508 S00A2509
Department of Business and Economic Development	T00F0009
Department of Public Safety and Correctional Services	Q00A0105

If you need additional guidance, please contact your Budget Analyst or Kurt Stolzenbach at 410-260-7416

Indirect Cost Recovery and Reversion Reporting

In previous years DBM has collected indirect cost information at the end of the budget preparation process and has specifically requested the information from the agencies known to be recovering indirect costs. That policy has changed for FY 2008 and beyond.

All agencies receiving Federal Funds must complete form DBM-DA-27 (even if there are no recoveries to report). Additionally, agencies that are recovering indirect costs will be required to submit a copy of the latest approval letter from the federally cognizant agency with which the indirect cost recovery rate was negotiated.

Agencies are instructed to budget for internal indirect cost recoveries only after notifying the assigned DBM budget analyst of the intent to do so. No agency may budget the use of Statewide Indirect Cost Recoveries. **ALL STATEWIDE INDIRECT COST RECOVERIES MUST BE REVERTED TO THE GENERAL FUND.**

NEW DBM-DA-27 Form

The DBM-DA-27 form should be used by agencies to specify the exact amounts and types of indirect cost recoveries and reversions made. Data should be provided at the Program level and totaled to the Unit level and the Agency level. **ALL DATA REPORTED SHOULD BE FOR THE MOST RECENTLY COMPLETED FISCAL YEAR.** The following information will be required:

1. List the **Statewide Indirect Cost Recoveries**. This is the amount of total recoveries allocated to Statewide Indirect costs. The allocation percentage is determined by dividing the amount of statewide indirect costs utilized in the Indirect Cost Allocation Plan by the total amount of indirect costs utilized in the calculation of the **Federally Approved Indirect Cost Recovery Rate**. The resulting percentage is the **Federally Approved Statewide Cost Recovery Rate**. Please note that both of these rates are required in the two far right columns of the DA-27 Form.
2. List the **Internal Indirect Cost Recoveries**. This is the amount remaining from total indirect cost recoveries after Statewide Indirect Cost Recoveries have been subtracted.
3. Report the amount of Indirect Cost Recoveries **Reverted to the General Fund**. This amount should not be less than the amount of Statewide Indirect Cost Recoveries, but may be more.
4. Report the amount of **Indirect Cost Recoveries Retained by the Agency**. This amount should be no greater than the amount of Internal Indirect Cost Recoveries, but may be less.

Copies of the DA-27 Form and the negotiated agreement letter should be included in the agency's budget submission and electronic copies of the DBM-DA-27 should be sent to David Ryker: dryker@dbm.state.md.us

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(Program No. and Title)

[illegible]

ORGANIZATIONAL CHARTS

Section 27 of the FY 2007 Budget Bill requires that the Department of Budget and Management (DBM) submit to the Department of Legislative Services (DLS) organizational charts by department, unit, agency, office, and institution that depict the allocation of personnel across operational and administrative activities

In order to accommodate this requirement, agencies are requested to submit organizational charts to DBM with their budget submissions that depict the allocation of personnel (contractual and permanent) at the appropriated program **and** at least one level below the program so that the allocation of personnel can be identified at functional and/or field office levels. In most instances, an organizational chart should include multiple levels within an appropriated program.

Agencies may develop the organizational charts in the most convenient software product (Excel, Word, etc) so that an electronic version can be forwarded to the Office of Budget Analysis for compilation and delivery to DLS. Agencies should submit the electronic file to Kurt Stolzenbach at kstolzen@dbm.state.md.us no later than the budget submission date. *DBM is responsible for forwarding these charts to DLS. Agencies should not submit the files directly to DLS.*

If you have additional questions, please contact Kurt Stolzenbach at 410-260-7416 or your assigned DBM budget analyst.